

SEPTEMBER 1, 1940



TWENTY CENTS

Sales Management

- ★ Bell-Ringer Displays of 1940 in Drug, Food and Hardware Stores—A New Survey
- ★ Brown Takes the Gamble out of Retailing for 340 Independent Shoe Merchants
- ★ Some Simple A.B.C.'s about Aptitude Testing for Salesmen—One of a Series
- ★ A New Portfolio of Plans and Ideas on More Effective Point-of-Sale Promotion
- ★ Significant Trends — Future Sales Ratings — High Spot Cities — Media News

THE MAGAZINE OF MODERN MARKETING

THE DALLAS NEWS BRINGS **CHEMURGY** TO TEXAS

CHEMURGY—the science of developing new uses for farm products through chemistry—has become a by-word in Texas because The Dallas News and The Semi-Weekly Farm News have made it so.

Paper from pine, starch from sweet potatoes, vegetable oils from peanuts, flax, tung trees, soy beans—these are just items in the Farm Chemurgic movement.

*And a New Day
Dawns For
AGRICULTURE
In The
Lone Star State*

A Six-Million Dollar Newsprint Mill in Operation—
And Now a \$500,000 Yam Processing Industry Assured

These are Fruits of a Six-Year-Old Movement In Texas

Chemurgy Scores

Chemurgy in Texas begins to move out of the chamber of commerce convention hall and the college laboratory into the actual economic processes of the state. As reported by Victor H. Schoffelmayer, agricultural editor of The News, a \$500,000 corporation has been set up to begin transmuting the old-fashioned East Texas yam into a series of valuable products ranging from stock feed to mucilage, starch, baker's flour and other by-products. This company expects to have the first of seven or eight sweet potato dehydration plants in operation this fall and other chemurgic materials will be tackled later in additional plants.

Not that the convention hall and the laboratory have not afforded an indispensable prelude to actual production. Without the educational work of the East Texas Chamber of Commerce and indomitable research and experimentation by Prof. Gilbert C. Wilson of North Texas State Teachers College at Denton, chemurgy in this particular crop in Texas might continue as a pleasant pipe dream for years to come. Now East Texas yam growers may soon begin to realize gross returns of \$30 an acre, or three times the income from the average acre of cotton at present prices. The first dehydration plant planned for Texas will be the third

in the United States. There is no reason why it should not be as successful as those already in operation in Mississippi and Louisiana.

Editorial in The Dallas News, August 7, 1940.

Here is a Dallas News "scoop" of August 7, 1940. The backers of the new yam-processing industry freely acknowledge The News' urging had a great deal to do with the launching of the project.

Back in January, 1940, the new six-million-dollar paper mill at Lufkin, Texas, went into commercial production of newsprint made from East Texas pine trees.

The Dallas News has been a consistent backer of this enterprise from its conception and is a user today of its product.

Chemurgy is one of the many activities that lie behind the power and prestige of The News.

When you advertise in the Dallas market, the buyer influence made possible by such enterprise is at your disposal. And Chemurgy is increasing the buying power of your Texas customers.

The Dallas Morning News

JOHN B. WOODWARD, Inc., Representatives

Member BASIC NEWSPAPER GROUP, Inc.

Affiliates: The Semi-Weekly Farm News, The Texas Almanac
Radio Station WFAA (50,000 Watts)

Write for Your Copy of Booklet on Chemurgy in Texas



*What do you
know about that!*



Don't jump to conclusions... We're not carrying a chip on our shoulder. But we've been looking at the facts . . . and they show that:

**TODAY, NEWSWEEK IS ONE OF THE
NATION'S FORCEFUL PUBLICATIONS—**

In under three years, Newsweek's gone from 28th place in advertising lineage among all general magazines to 9th. And for the first half of 1940, we rang up almost a million dollars in advertising revenue (P.I.B.).

And today more than 400,000 better-than-average families are week-after-week, cover-to-

cover readers. Because these families enjoy annual incomes four times the national average, you can tell them . . . and *sell* them.





Banks Back "Speak-Easies"

The "Speak-Easies" in Los Angeles have nothing to do with booze or bootlegging, but are as respectable a crowd of young people, working in banks, as you would want to dine with, and listen to.

Los Angeles banks have long undertaken to supply speakers for almost every occasion. The large branch banks have regular speakers' bureaus ready to send a speaker anywhere to explain anything. The bank "makes face" with this free service and the speakers, all employees, learn a lot of things useful to them in banking.

In 1929 young men and women in the smaller Los Angeles banks decided to have such an organization. A dinner club was formed, by students in the educational classes of the American Institute of Banking and at monthly dinners the members addressed their fellow members, and sought criticism and advice.

When people invite a speaker who works in a bank they generally want to hear him explain, not the European war, but how to get a home loan through FHA, why banks now make a small service charge every month on a checking account, and how to finance the purchase of anything from a refrigerator to a line of industrial machinery.

In 1929, the principal salesman in banking was the new account solicitor. In those days, banks could lend all the money they had. Deposits were sought, savings encouraged. The new account man eloquently argued for the safety and service of his bank.

Today banks have too much money, savings are soft-pedalled, large deposits dodged, and the whole emphasis is upon loans. Any young bank employee who can help increase loan business is on the road to advancement. This has opened up selling opportunities for many more bank employees, because if they will learn to marshal facts, and present them in an interesting way, they can find plenty of opportunities to influence loan business.

One "Speak-Easy" in a teller's job, rather diffident, inclined to let others do the talking, became interested in public speaking, and when the FHA came along, took that as his specialty, posting himself on the law from the standpoint of the prospective home-builder. In a little while, he was being invited to neighborhood gatherings, to explain the routine of borrowing bank money for home building, and the number of loans that he influenced led to his being given charge of the home loan department in a residential neighborhood branch.

Another bank man was interested in the garment trade, because the bank had a lot of customers in that line. New Federal laws made it possible for small manufacturers to borrow bank money to install new machinery. He spent a lot of spare time calling on garment makers, asking questions about their equipment and costs, and learning their views. With this knowledge, and facility in speaking acquired at the dinner club, he became an adviser to garment manufacturers, showing them how bank loans could be used to modernize their plants, reduce costs, and give them free-

dom from cut-throat competition. He has also gone up several steps in his bank.

"The bank man of yesterday," says Theodore Bassford, president of the "Speak-Easies," "was regarded as more or less dumb in explaining his business, and had little to say when attacked by critics. But the bank man and woman of today are learning to defend their business, to meet criticism with facts, skilfully presented, and to explain any phase of their business so that people will understand it, and be able to use it.

Rubber Spinach

Nine chances out of ten that green stuff you see garnishing meat trays in the butcher's refrigerator case is not what it looks like — spinach. It's probably rubber spinach which is fast replacing fresh greenery as a display background for meats and other products that have to be kept under refrigeration.

There's a company out on the West Coast — John P. Gleason, Manufacturers, in Los Angeles — which does a national business in rubber greenery, trademarking it "Displaytex". So widely used is "Displaytex" that you'd better look closer at the butcher's display next time you are in a market to see if he hasn't used rubber greens instead of fresh parsley, lettuce, spinach or fern.



Rubber spinach is brightly colored and cut to simulate fresh green leaves but, of course, unlike fresh greens, it won't wilt under refrigeration and that's why butchers like it. It lasts indefinitely because the color is fast and the greenery washable — a boon to the butcher who has been changing his fresh greens every day or two, because they were wilted and ugly. Rubber spinach comes in 18-inch lengths with either metal or flexible rubber bases so that a whole length can be slipped quickly into place and a large showcase garnished in a few minutes.

A fresh cut of juicy steak is its own best advertising. If it's enhanced at the point of sale by a border of crisp-looking spinach, the housewife's resistance, unlike the greenery, is apt to wilt.

Glad to Be of Help, Dunkirk

The town of Dunkirk, N. Y., has many "Summer citizens" who come to swim in Lake Erie and play among the rolling hills of Chautauqua County. Dunkirk's chamber of commerce wanted to welcome these vacationers and instill a warm, friendly feeling for the community.

A "hospitality kit" seemed the answer to Cloyd S. Steinmetz, c-o-c secretary. He wanted something different from the usual kit, but the budget (as what budget isn't) was limited. Running through the Human Side back issues he had a couple of inspirations. Remember the Pepperell hosiery mending set that resembles a packet of book matches? Mr. Steinmetz put one of those in his kit, with the compliments of a Dunkirk firm.

The "Fisherman's Rule," whereon inches for measuring the catch run together until even minnows rival whales, was used by Bardstown Distillery, as described here not long ago. Printing different rules on the ruler made it an ideal item in the kit. For instance: "The Fisherman's Rule" will be used religiously in all localities except in the vicinity of Dunkirk where the real thing is big enough to startle even your most skeptical friends." And, "Always return with fish (there are several markets near the public dock)."

They were only two items. Others included postcards, paper, envelopes, and poster stamps, all saying "Vacation in Dunkirk," a pen, pencil, penpoint, etc. with the compliments of Dunkirk mer-

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright September 1, 1940, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. September 1, 1940. Volume 47. No. 5.



YOU KNOW THE SMITHS. Typical American family. Mr. and Mrs. and a couple of youngsters. A car, 1940 model. A couple of radios and all the other appliances for easier living. And a budget.

Mrs. Smith managed the budget. But Mr. Smith was a great one for reading the ads. And every time he suggested, "Why don't we get some of those newly advertised Snickersees for breakfast?" or "Wonder how those new Snoopersaks would be for dinner sometime?"—Mrs. Smith went out and bought them.

And the budget suffered. But the Smiths didn't worry about that. Because, like other Times-reading families in the *Profit Half* of the New York market, they could afford to stretch the budget a little bit when they wanted to indulge their desires for the new and better things that advertising offers them.

The moral for advertisers is that there are lots of Smiths in the *Profit Half* of the New York market and they are logically the *first* families to go after with your advertising. Because, although only 54% of all families here, they buy 60-70% of all advertised grocery products sold here.

And the way to reach them, of course, is through The New York Times, which concentrates advertising in this profit-rich *Profit Half* of the New York market.



The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

ADVERTISING OFFICES: CHICAGO •
DETROIT • SAN FRANCISCO • LOS ANGELES

TEXAS

is the biggest State in the U. S.

and

HOUSTON

is the largest city in Texas

City	Population
HOUSTON	386,150
Dallas	293,306
San Antonio	253,143
Fort Worth	177,748
El Paso	96,677
Austin	87,878
Galveston	60,334
Beaumont	58,912
Corpus Christi	57,443
Waco	55,844
Amarillo	51,497

The 1940 population figures shown above are preliminary reports from the Census Bureau and are subject to slight changes as official figures will be released in January, 1941.

and

THE HOUSTON CHRONICLE

is the largest daily in Texas

(Morning or Evening)

Newspaper	Circulation
HOUSTON CHRONICLE	111,912
Dallas News	108,209
Houston Post	97,117
Fort Worth Star-Telegram (Morning)	96,507
Dallas Times-Herald	89,724
Fort Worth Star-Telegram (Evening)	78,082
Dallas Journal	61,267
Houston Press	60,132
San Antonio Evening News	59,117
San Antonio Light	52,873
San Antonio Express	51,797

The total daily circulation figures shown above are from Publishers' Statements to the Audit Bureau of Circulations for six months period ending March 31, 1940.

THE HOUSTON CHRONICLE

First Texas Newspaper in National Advertising

R. W. McCARTHY THE BRANHAM COMPANY
National Advertising Manager National Representatives

TO SELL HOUSTON—BUY CHRONICLE

chants; book matches; bottle opener; directories of all stores and churches; a letter of greeting from the mayor. A large envelope, which pictured and described Dunkirk's charms, clubs, factories, merchants, housed the assorted contents.

"By having a host or hostess deliver a hospitality kit to each Summer citizen we rang the bell," says Mr. Steinmetz. "Because the kits contained useful, informative or amusing gadgets and literature they appealed to all visitors.

"Incidentally, they proved that a good source of ideas and inspiration is highly essential to the successful operation of a small promotional budget." The Human Side editors blush prettily and show their dimples. (What dimples?)

The Farmer of Tomorrow Looks Into Selling

The farmer of tomorrow may be a salesman, if more country boys and girls follow the lead of a California high school, and take the trouble to see what happens to their pigs and steers, wheat and apples, after they leave the farm.

In 1937, 82 students at the Puente high school, near Los Angeles, set out on visits to fruit packing plants, stockyards, produce districts, cold storage warehouses and retail stores, to study marketing.

With what they saw, and printed bulletins and books on farm product marketing, the boys and girls wrote essays on the subject, and these essays became the basis for talks delivered before classes, with modest cash prizes for the papers that were declared best.

In three years, the idea has spread to 32 California high schools, enlisted 750 students, and promises to grow to national proportions through the 4-H Clubs of farm boys and girls.

For generations, the farmer has either sold his products to professional buyers, taking the market price, or hauled them to some nearby market, where they were sold direct to consumers and food merchants. If the price was good, the grower made some money; but more often the price would be bad, and the crop didn't pay.

During the past generation, however, the farmers of California have shown that specialty crops, such as oranges and walnuts, which go a long way to market, can be graded, packed and made attractive, to command better prices.

This cooperative marketing, however, is still largely in the hands of city people, specialists, and agricultural education has not included instruction in marketing.

For example, a great deal of fresh fruit consumed by people in the largest cities is sold by auction. Fruit growers dislike the auction method of selling, and have a strong prejudice against it, because they imagine that it is a scheme for beating down prices. Not one fruit grower in 100 has ever taken the trouble to visit an auction room, and see how the sales are actually made. But any grower who does admit that the auction method is fast, and fair, and that it enables fruit merchants to buy just the grades that they need for different classes of consumers.

In the meat packing plants the young agriculturalists will learn how their livestock is sold, and why certain types of animals, and certain attentions to feeding and finishing them for market, bring better prices. The present-day trend is toward cattle that will yield small roasts and steaks, and hogs that can be transformed into hams and bacon without excess fat.

Smaller families and smaller houses have changed consumer demand, so that now poultrymen are interested in a "streamline" turkey which weighs less than the old-fashioned bird, has as much juicy white meat as can possibly be bred into a turkey, and leaves the smallest amount of cold turkey for the days that come after.

These are the things that the farmers of tomorrow are investigating, and it is manifest that many of the boys and girls who study this subject during their school days will later become salesmen and marketmen themselves. For there are opportunities in the farmers' cooperative marketing associations, in the produce distributing trade, and in the many different types of processing and storage plants that step in where the farmer leaves off, and prepare his products for the consumer.

SALES MANAGEMENT



IT was six o'clock of a May evening more than thirty years ago. Two Chicago agency executives were just getting ready to call it a day when a girl entered with a note. She handed it to the senior member of the firm who read it, smiled, and handed it to the other.

"You've been trying for several years to find out what advertising is," he said. "Maybe this man has the answer. You see him."

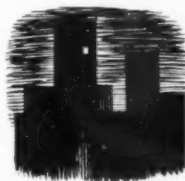
The note read as follows:

"You do not know what advertising is. No one in the advertising business knows what advertising is. No advertiser knows for certain what advertising is. If you want to

know, tell this messenger that I should come up. I'm waiting in the lobby downstairs."

Let Albert D. Lasker tell the rest of the story as he told it in a speech on "Fundamentals of Advertising" before the Advertising Federation of America back in 1935.

"It was six o'clock when I asked the messenger to tell the writer of the note to come up. I left the building at three o'clock the next morning. I sat continuously



with him throughout that time. And when I went home I *knew* what advertising was.

"The caller told me that for several years previous he had been in the Canadian Northwest Mounted Police. For reasons unfathomable to me, he had become interested in advertising.

"Vivid in my mind are his tales of long, lonesome days and nights in the snowy emptiness of Northern Canada. Meditative days and nights spent in academic concentration. Not on the externals of advertising copy. Not on the by-products of advertising. But in deep, scholarly contemplation to isolate a *fundamental concept* of true advertising — *which is copy*.

"The man's name was John E. Kennedy. He was the father of the *modern concept* of advertising copy. And from that precious seed has sprung the industry we know today. "What was it that Kennedy told me that night? It is simple. I can tell it to you in five words. He told me: 'Advertising is *salesmanship in print*.'"

He tells much more about how to make advertising pay in his booklet, "Intensive Advertising"—yours for the asking.



Tells MORE about "TELL ALL" "How Short Should an Ad Be?" "To Plan and Write Strong Ads." If you would free your business paper advertising from the most common form of waste . . . *inadequate copy* . . . send for your copy of "Intensive Advertising."

FREE but going fast!

"Intensive Advertising" by John E. Kennedy

For advertisers who want further help in applying the sales-producing elements of the TELL ALL advertising principle, A.B.P. has reprinted excerpts from "Intensive Advertising" by John E. Kennedy. Typical chapter headings are: "Salesmanship Multiplied"; "Good Advertising Is News";

The Associated Business Papers
Room 2448, 369 Lexington Avenue
New York City

Please send me, without obligation, a copy of "Intensive Advertising" by John E. Kennedy.

Name _____
Position _____
Company _____
Street _____
City and State _____

THE ASSOCIATED BUSINESS PAPERS 369 Lexington Ave., N. Y. C., CAledonia 5-4755

High editorial standards Reader interest in terms of paid circulation

SEPTEMBER 1, 1940

[5]

Sales Management

VOL. 47, NO. 5

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Timothy J. Kelly

Timothy J. Kelly joined our organization in 1927 and thereafter rose rapidly to the offices of Secretary and Comptroller, which he filled so well for nearly ten years.

His sad passing on August 15th, at the young age of forty-two, leaves us still too stunned to do justice to his useful and worthy life in this, our appreciation, of his faithful service and of the man himself.

While those outside of the office, due to the nature of his responsibilities, knew little of him, we wish our friends to know that we will miss his ability greatly. But we will miss his friendship more—for he had, in a large measure through sheer force of character, made himself a vital influence in our organization.

RAYMOND BILL,
EDWARD LYMAN BILL.

August 19, 1940



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SKOL SEES THE SUNNY SIDE
OF LIFE



SKOL COMPANY, INC.

Manufacturing Chemists

304-310 EAST 23RD STREET
NEW YORK, N.Y.

July 3, 1940

Mr. T. Wylie Kinney,
LIFE Magazine,
Rockefeller Center,
New York City.

*J.A.
A good one for
the Life success series!
H.B.*

Dear Mr. Kinney:

Again this season SKOL is breaking old sales records with an increased campaign of advertisements in color, running nationally exclusively in LIFE. Bad weather generally has kept sales from hitting their potential peak but, in spite of this, our sales figures at this time show an increase over last year of about 33-1/3% -- we are out in the sun again with LIFE!

In merchandising our LIFE campaign to the trade, we distributed 10,000 LIFE cover folders which showed the ads and told the story, and we armed our salesmen with extensive material on the LIFE campaign. I am glad to report that dealer reaction has been excellent. We are continually hearing dealer approval of our campaign and of LIFE. This pleases us and I know it will please you.

Very truly yours,
SKOL COMPANY, INC.

Clifford F. Raye.

Clifford F. Raye,
Secy-Treas.

R:K

GENERAL EUROPEAN SKOL REPRESENTATION: SKOL PRODUCTS, LTD., 1 ROCHESTER ROW, LONDON S W 1 ENGLAND

Stops the eye... but how long will it last?

A WOMAN can find her dream dress—the one dress she has always wanted—the dress that not only stops the roving eyes of males, but *also* forces out of other women such exclamations as—

"M-m! What a knockout!"
"It's the smartest thing I've ever seen!"

—and then...

one trip to the cleaner (or tub) and it can never be worn again.

Money won't right this tragedy. Because money alone can't replace a dream dress.

Yet today the question, "How long will it wear?" is more difficult for a woman to answer than ever before. Hundreds of new materials are offered. So, to help you, we investigate new fabrics and keep track of new developments. For example, we recently examined a new, smart, candy-striped casual dress...

WE CAPTURE A FUGITIVE

On shrinkage, this dress's cotton-piqué fabric was "O.K.". . . shrank less than ½ of 1%.

Washing showed the fabric was also "tub-fast." A Fade-Ometer test of 40 hours proved color resistance to sunlight. But the material, when made up into a dress and washed, showed red streaks all over the white background. This dye stain "bled" into other clothes put into the washing machine at the same time . . . Why?

Because the red *thread* used to sew the seams was "fugitive"—bled easily in water.

We called the manufacturer—told him the story. He remedied the trouble with "boil-fast" thread. —Once again, our laboratories, an *Editorial Department* of Good Housekeeping Magazine, had been able to co-operate with a manufacturer in the service of you, the consumer.

THIS IS ONE OF A SERIES of advertisements, based on actual cases, in the files of the Good Housekeeping laboratories, at 57th St. and 8th Ave., New York City. Here, under Katharine Fisher, Home Economist, and Dr. Walter H. Eddy, Biochemist, 56 people—engineers, chemists, home economists, and others—carry on a unique Good Housekeeping editorial operation, in the service of the consumer.



*In the Service
of the Consumer*



EVERY BUSINESSMAN SHOULD KNOW THAT—

—31 years' experience with laboratory and "practical-use" tests lies behind the Good Housekeeping Seals of Approval.

—The Approval for which they stand is *not for sale*. A manufacturer cannot buy our Approval . . . Neither can he get it by offering to advertise in Good Housekeeping Magazine.

—Approval is granted for a one-year period only.

—In an average year, 3 out of every 4 manufacturers on our Approved List *do not* advertise in Good Housekeeping Magazine.

—So that this testing service, which costs the manufacturer nothing, has cost us well over a million dollars in the last five years.

THE MOST DEPENDABLE ADVERTISING PAGES IN AMERICA

Every product advertised in every issue of Good Housekeeping Magazine is backed with a **MONEY-BACK Guaranty.**



HOW WE MAKE SURE

Here's how Good Housekeeping makes clothes shopping reasonable, simple and more economical—for you, the consumer.

We make 7 separate checks on every dress we receive.

FIRST, we learn the fiber content of the material . . . we analyze the weave . . . learn its tensile strength.

SECOND, we check the shrinkage . . . (Washing we do right here in the laboratories of Good Housekeeping . . . For *dry cleaning* we use regular outside dry cleaners just as you do.)

THIRD, we use a Fade-Ometer to measure the extent of the color resistance to sunlight.

FOURTH, we check all labels, hang tags or folders with the dress . . . Will it honestly meet the essential claims they make?

FIFTH, we make the all-important "use test." Women on the staff of Good Housekeeping wear the dress, putting it through the use for which it is intended.

SIXTH, we examine these worn dresses to find out how they have stood the wear . . . Have they kept their shape? . . . How are the seams? . . . Did they fit comfortably?

SEVENTH, we analyze buttons, trimmings, closings, etc. . . Do their service qualities match the dress itself?

If a fabric has a weakness it certainly has showed up by this time.

YOURS FOR THE ASKING—

An illustrated, 20-page booklet gives latest news about newest fabrics . . . fascinating facts about their history. Tells how they are made—what to look for on labels.

Write Miss Pamela Jones, c/o Good Housekeeping, 980-60 Eighth Avenue, New York City . . . Tell her you want "Issue Number 5". . . She will send your copy of facts on fabrics **FREE** and postpaid.

BECAUSE YOUR CUSTOMERS BELIEVE IN THE SEALS OF APPROVAL, AND WHAT THEY STAND FOR—

Good Housekeeping

RANKS **FIRST** IN ADVERTISING REVENUE AMONG ALL MONTHLY MAGAZINES

Sales Management's Future Sales Ratings

KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best relative outlook
- ★★★★ Very good relative outlook
- ★★★ Good (medium) relative outlook
- ★★ Fair relative outlook
- ★ Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked ★★★★★. In assigning ratings, the size of an industry is not considered; rather the percentage of likely sales increase or decrease in the industry is given greatest weight.

	Sales Prospect for Sept. Oct., & Nov.	Sales Prospect for Next 12 Months		Sales Prospect for Sept. Oct., & Nov.	Sales Prospect for Next 12 Months
Advertising.....	★★★★	★★★★	Luggage.....	★★★	★★
Air Conditioning.....	★★	★★★★	Machine Tools.....	★★★★★	★★★★★
Airline Travel.....	★★★★★	★★★★★	Machinery (Agr'l).....	★★★	★★★★
Airplane Sales.....	★★★★★	★★★★★	Machinery (Ind'l).....	★★★★★	★★★★★
Automobile Sales.....	★★★★	★★★★	Meats.....	★★★	★★
Automobile Tires.....	★★★★	★★★	Metal Containers.....	★★★	★★★★
Baking (General).....	★	★	Motion Picture Receipts.....	★★★★	★★★
Banks (Revenues).....	★	★★	Musical Instruments.....	★★★★★	★★★★
Beer.....	★★	★★	Office Equipment.....	★★	★★
Building Materials.....	★★★★	★★★★★	Oil (Cooking).....	★	★
Candy & Chewing Gum.....	★	★	Paint.....	★★★★	★★★★
Canned Fruits and Vegetables.....	★★	★★	Paper (Newsprint).....	★★★★	★★★★
Cereals.....	★	★	Paper (Wrapping and Container).....	★★★★	★★★
Chemicals (Misc.).....	★★★★★	★★★★★	Photographic Supplies.....	★★★★	★★★★
Cigarettes.....	★	★	Plastics.....	★★★★★	★★★★★
Cigars.....	★	★	Printing and Publishing Equipment.....	★★	★★★
Clothing (Men's, Wo- men's & Children's).....	★★★	★★★★	Radios.....	★★★★★	★★★★
Coal (Anthracite).....	★★	★★	Railroad Equipment.....	★★★★	★★★★★
Coal (Bituminous).....	★★★	★★★★	Railroad (Net Income).....	★★★	★★★★
Cosmetics.....	★★	★★	Refrigerators.....	★★	★★
Cotton Textiles.....	★★★★	★★★★	Restaurants.....	★★★★	★★★★
Dairy Products.....	★	★	Rural Stores.....	★★★	★★★★
Department Stores.....	★★	★★	Security Financing.....	★	★
Diesel Engines.....	★★★★	★★★★	Shipbuilding.....	★★★★★	★★★★★
Drugs and Medicines.....	★★	★★	Shoes.....	★★★	★★★
Electrical Equipment..... (Heavy).....	★★★★★	★★★★★	Silk Textiles.....	★	★
Electrical Equipment..... (Light).....	★★★★★	★★★★	Soap.....	★	★
Exports.....	★★★★	★★★	Soft Drinks.....	★★★	★★★
Flour.....	★	★	Sporting Goods.....	★★★	★★★★
Furs.....	★★★	★★★	Stationery (Commer'l).....	★★★	★★
Gasoline and Oil.....	★★★★★	★★★★★	Steel and Iron.....	★★	★★★★★
Glass and Materials.....	★★★★	★★★★	Sugar.....	★	★
Groceries.....	★	★	Surgical Equipment and Supplies.....	★★	★★★
Hardware.....	★★★★★	★★★	Synthetic Textiles (Rayon, Nylon, etc.) ..	★★★★★	★★★★★
Hotels.....	★★★★	★★★★	Television.....	★★	★★★★
House Furnishings (Floor Coverings, Furniture, Beds, etc.) ..	★★★	★★	Toothpaste and Mouth Washes.....	★	★
Household Products (Kitchenware and Miscellaneous).....	★★	★★	Toys and Games.....	★★★★	★★★
Imports.....	★★	★★★	Trailers (Autos).....	★★★★	★★★
Insurance (Life).....	★★★	★★	Travel (Domestic).....	★★★★★	★★★★★
Jewelry.....	★★★	★★★	Travel (Sea).....	★	★
Laundry.....	★★★	★★★	Trucks.....	★★★★★	★★★★★
Liquor (Alcoholic Beverages).....	★	★	Utilities—Electric.....	★★	★★
			Utilities—Gas.....	★★	★★★
			Utilities—Telegraph.....	★	★
			Utilities—Telephone.....	★★	★★
			Washing Machines.....	★★★	★★

PREPARED BY PETER B. B. ANDREWS, economist of H. Hentz & Co., New York, and specially copyrighted by SALES MANAGEMENT, INC. Reprints of this page are available at 5 cents each, minimum order, \$1.00. 20% discount on standing orders for 25 or more monthly. SALES MANAGEMENT, INC., 420 Lexington Avenue, New York, N. Y.

Business This Year Likely to Top 1937; More Gains in 1941

War fears, election uncertainties and potential subsiding of some private business activity which anticipates the effects of our armament program, may slow the trade tempo down slightly during the next month or two, with considerable expansion likely to follow soon thereafter. This would apply more particularly to some of the heavy industries, in which inventories have been rapidly increased as a protective measure against competition with the defense program.

A sudden end of the British-German war would also create a desire to cut back inventories, but the even greater speed with which the currently slow-moving defense program would be pushed in the event of a German victory would obviate recessionary tendencies.

There are evidences, too, that the hesitation of business men to construct new plants which would be a burden after their war usefulness had passed is decreasing under indications of liberal amortization allowances. In fact, industrial construction, reflecting in part the plans for building \$500,000,000 of new Federal munitions plants this fiscal year (to be leased for private operation), promises to break all records, including even 1929 and World War building.

Government expenditures are certain to have a powerful effect on business; the current fiscal year's estimate of over \$12,000,000,000 exceeds the actual outlays of the prosperous year 1936 (veterans' pensions and benefits of \$2,348,000,000 paid that year) by about \$3,500,000,000!

Consensus of the Future Sales Ratings' board of editors again calls for higher estimates of national income payments for 1940—this time to \$74,000,000,000, compared with \$69,700,000,000 last year, \$73,100,000,000 in 1937 and \$78,200,000,000 in 1929. The thought that 1940 will prove a bigger year than 1937 and that 1941 is likely to witness a still larger volume of business must be reckoned with in any advertising and sales planning for the future. These basic considerations, as well as a wide variety of individual industry trends are reflected in the adjoining sales ratings for 88 industries.

SALES MANAGEMENT

When 7 into 100 = 45 for WCCO

ALL seven Twin City stations carried "This Is Radio," that hour program dedicated to the radio industry on Saturday, August 3rd. And during that hour Samuel E. Gill, independent research organization, telephoned a cross-section of Twin City radio homes (Minneapolis and St. Paul); completed 865 telephone interviews. Gill asked: "To what radio station are you listening?"

22.7% of the respondents had their radios turned on, and here's where they were tuned:

45.9% to WCCO	1.5% to station D
37.8% to station B	3.6% to the 3 others
1.5% to station C	(9.7% did not know)

Another proof of WCCO's unique dominance of a major market! Another demonstration of the Twin Cities WCCO-listening habit. It's a habit that results from WCCO's 16 years of top-flight local programming blended with a full schedule of the big Columbia Network shows.

May we show you how WCCO can work for you?

WCCO 50,000 WATTS WHERE IT COUNTS THE MOST • MINNEAPOLIS-ST. PAUL

Owned and operated by Columbia Broadcasting System. Represented nationally by Radio Sales:



Current Effective Buying Income

(Estimated for 12 months ending October 31, 1940)

State & Section	Ratio of Change (USA=100) for 12 months ending Oct. 31	Per-Family Annual, 12 months thru October	Gain in Millions of Dollars over Previous 12 Months	State & Section	Ratio of Change (USA=100) for 12 months ending Oct. 31	Per-Family Annual, 12 months thru October	Gain in Millions of Dollars over Previous 12 Months
Connecticut.....	108.8	\$3,423	183.5	Delaware.....	98.3	\$2,906	11.7
Maine.....	101.2	2,263	36.6	D. C.....	93.4	4,674	14.9
Massachusetts.....	102.8	3,286	318.9	Florida.....	93.6	2,080	19.1
New Hampshire.....	96.6	2,154	12.0	Georgia.....	97.1	1,574	54.5
Rhode Island.....	94.3	2,852	11.5	Maryland.....	101.1	2,883	96.3
Vermont.....	98.1	2,392	13.4	North Carolina.....	98.7	1,632	70.6
New England.....	102.9	3,070	575.9	South Carolina.....	101.5	1,477	51.4
New Jersey.....	100.7	3,052	266.0	Virginia.....	100.5	1,920	85.6
New York.....	95.5	3,382	468.8	West Virginia.....	107.4	1,958	103.2
Pennsylvania.....	106.7	2,860	853.2	S. Atlantic.....	99.1	2,000	507.3
Middle Atl.....	99.7	3,153	1588.0	Arkansas.....	95.6	1,185	25.7
Illinois.....	101.0	2,600	397.2	Louisiana.....	94.6	1,563	25.0
Indiana.....	105.2	2,138	196.1	Oklahoma.....	94.7	1,725	34.7
Michigan.....	102.2	2,839	321.2	Texas.....	95.9	2,145	151.7
Ohio.....	103.1	2,576	419.1	W. S. Central.....	95.5	1,816	237.1
Wisconsin.....	100.0	2,516	138.9	Arizona.....	99.6	2,195	14.6
E. N. Central.....	102.1	2,567	1472.5	Colorado.....	97.9	2,143	31.9
Iowa.....	101.3	2,275	119.4	Idaho.....	101.4	2,264	19.6
Kansas.....	99.1	1,790	63.8	Montana.....	108.6	2,527	51.3
Minnesota.....	100.0	2,742	138.7	Nevada.....	95.3	3,170	3.8
Missouri.....	99.8	2,166	150.8	New Mexico.....	97.3	1,852	7.5
Nebraska.....	97.2	1,777	29.6	Utah.....	105.3	2,430	31.7
North Dakota.....	105.8	1,845	27.6	Wyoming.....	98.3	2,915	11.9
South Dakota.....	104.6	1,878	31.4	Mountain.....	100.9	2,304	172.3
W. N. Central.....	100.3	2,168	561.3	California.....	100.7	3,112	396.9
Alabama.....	94.6	1,090	37.6	Oregon.....	96.3	2,347	26.9
Kentucky.....	97.5	1,389	56.9	Washington.....	96.6	2,544	48.4
Mississippi.....	94.5	775	9.6	Pacific.....	99.6	3,027	472.2
Tennessee.....	95.7	1,553	36.7	United States.....	100.0	2,460	5727.4
E. S. Central.....	95.7	1,227	140.8	Relative	110.1		
				Actual			

Also at 106 is Tacoma. Grouped at 105 are Altoona, Cedar Rapids, Cincinnati, Ft. Wayne, Johnstown, Louisville, Norfolk, Poughkeepsie, Sacramento, Sioux Falls, Springfield, Ill., Stamford, Stockton, Toledo, Warren.

Every month SALES MANAGEMENT charts the business progress of 203 cities. The ones shown above and at the upper right are the 95 where, in the coming month, retail sales should show the greatest increase in relation to the national average, which should be up 3.3% from the corresponding month of last year.

Other things being equal, the average firm's business should show an increase as great as that, unless it is sliding backwards. Assuming that your total business shows the same increase as the national, then the ranking of 111 in Detroit, for example, means that your business in that city should be up 11% more than your national increase.

Next month there should be 67 other cities in addition to those shown above, whose ratings equal or exceed the national average. As a special service this magazine will mail, ten days in advance of publication, a mimeographed list giving the forward ratings of all 203 cities. The price is \$1.00 a year.

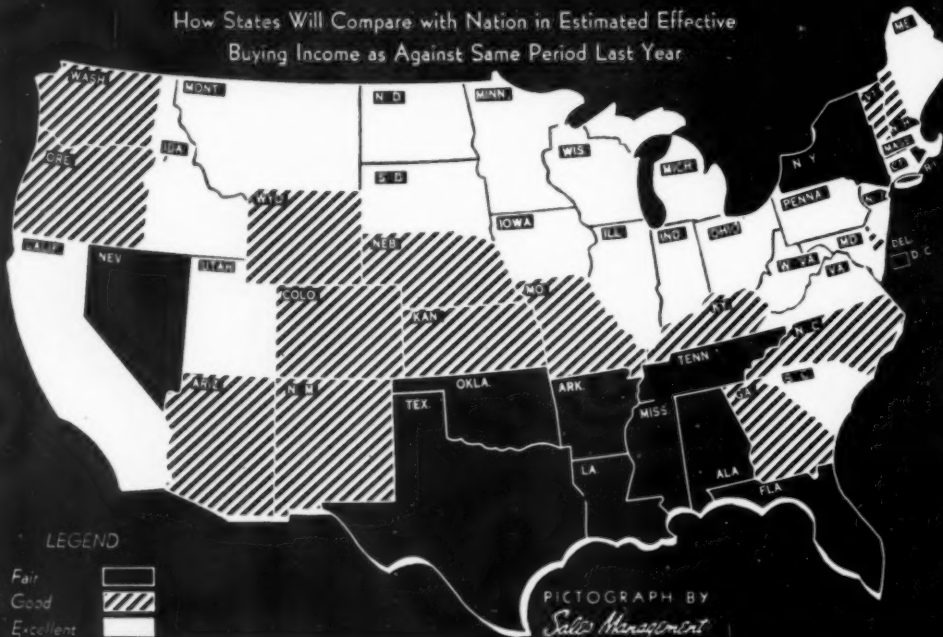
Sales Management High-Spot Cities

The ratio of city to nation in expected income change next month versus same period last year. U. S. A. gain of 3.3%=100

Newport News.....	129	Spokane.....	109
Berkeley.....	125	Springfield, Mo.....	109
Duluth.....	123	Waterbury.....	109
Reno.....	123	Williamsport.....	109
Columbus, Ga.....	121	Erie.....	109
South Bend.....	119	Canton.....	108
Miami.....	116	Decatur, Ill.....	108
Charleston, S. C.....	115	Dubuque.....	108
Mobile.....	115	Galveston.....	108
Flint.....	113	Gary.....	108
Holyoke.....	113	Hartford.....	108
Minneapolis.....	113	Houston.....	108
Pittsburgh.....	113	Jersey City.....	108
Sheboygan.....	113	Lorain.....	108
Chester.....	112	Passaic.....	108
Hammond.....	112	Seattle.....	108
Jackson, Miss.....	112	Steubenville.....	108
Wilmington.....	112	Wilkes-Barre.....	108
Baltimore.....	111	Evansville, Ind.....	107
Bay City.....	111	Fresno.....	107
Cleveland.....	111	Peoria.....	107
Dayton.....	111	Waterloo.....	107
Detroit.....	111	Zanesville.....	107
Rockford.....	111	Akron.....	106
Superior.....	111	Albany.....	106
Wichita Falls.....	111	Albuquerque.....	106
Birmingham.....	110	Camden.....	106
Charleston, W. Va.....	110	Champaign-Urbana.....	106
Kalamazoo.....	110	Charlotte.....	106
Saginaw.....	110	Columbus.....	106
Tampa.....	110	East St. Louis.....	106
Terre Haute.....	110	Fargo.....	106
Worcester.....	110	Greensboro.....	106
Youngstown.....	110	Hamilton.....	106
Atlanta.....	109	Lynchburg.....	106
Grand Rapids.....	109	Macon.....	106
Huntington.....	109	Quincy.....	106
Jamestown.....	109	Raleigh.....	106
Lansing.....	109	Shreveport.....	106
Phoenix.....	109	Continued below	

INCOME FORECAST MAP SEPTEMBER - NOVEMBER

How States Will Compare with Nation in Estimated Effective Buying Income as Against Same Period Last Year



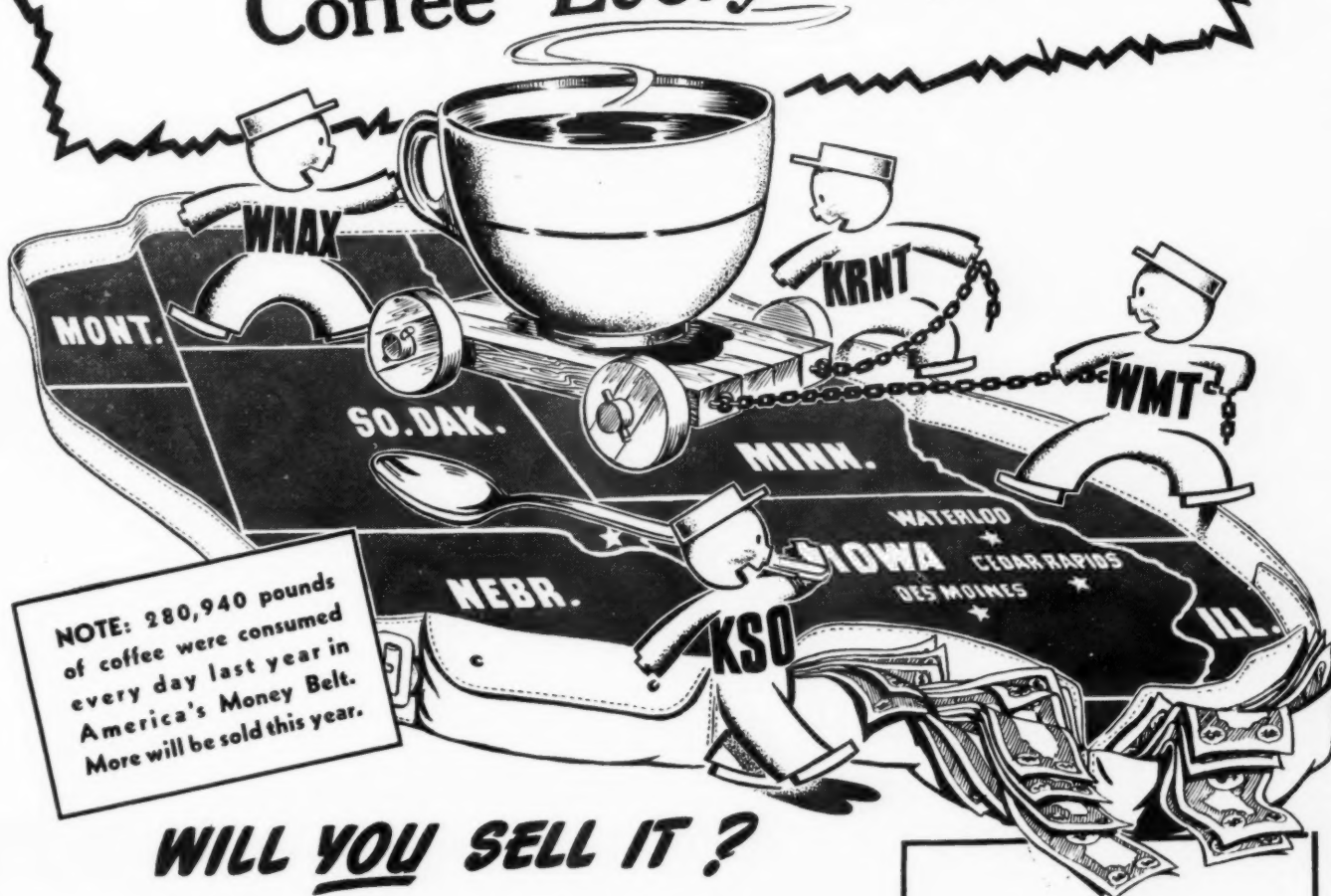
LEGEND

Fair
Good
Excellent

PICTOGRAPH BY
Sales Management

WANTED ..in "America's Money Belt"

280,940 Pounds of Coffee Every Day!



JAVA, too, would move right off the map if "America's Money Belt" quit drinking coffee. The folks in this rich region buy coffee "by the barrel."

But, that's not all.

Every other article that's needed is bought the same way . . . with the cash wealth of "America's Money Belt"—and that means prof-

it for you if you are selling them. Those 6,573,277 people have cash in their jeans.

There's just one way to tell the entire "Money Belt" region about your products. Use the Cowles Stations—the "four-way voice of the Money Belt."

* There are now 20,630 coffee outlets in "America's Money Belt."

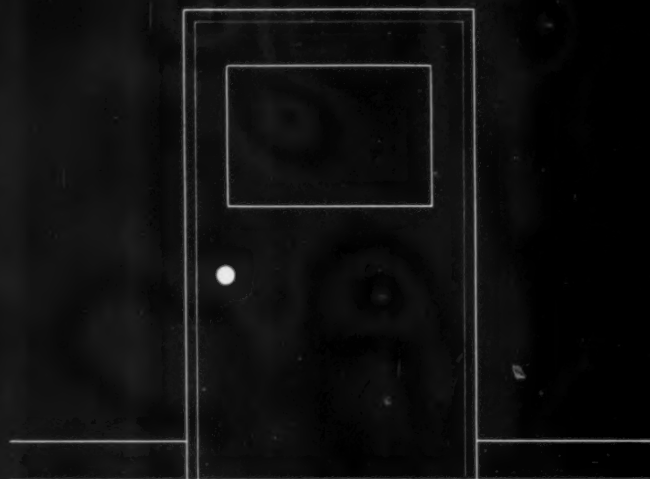


Affiliated with THE REGISTER AND TRIBUNE, Des Moines, Iowa
Represented Nationally by THE KATZ AGENCY

WHICH OF THESE DO YOU SELL?

Annual Retail Sales in "America's Money Belt"

Canned Fish . . .	\$10,188,579.30
All Cereals	21,396,016.64
Canned Milk . . .	27,370,565.09
Bread	185,643,789.87
Flour	64,455,291.52
Shortenings	31,209,919.20
(Vegetable and Salad Oils)	
(Not including lard)	
All Perfumes and Cosmetics .	17,215,412.46
All Soaps	39,197,765.40
All Canned Fruit and Vegetables.	47,731,971.20
Tobacco	85,649,799.31



THE INVISIBLE MAN

There is no name on his door. Very few people outside of his organization have ever seen him. Day after day he sits in his office, and salesmen walk past without calling. . . . To them he's an invisible man.

But don't think he isn't an important man in his firm! His opinion is asked for, and respected, in the placing of many hundreds of thousands of dollars' worth of orders yearly. . . . He's a Management man.

Not all Management men sign "President," "Vice-President," or "Treasurer" after their names. Not all Management men are visible on the company letterhead. Management men, like the functions of Management, operate *all through an organization* . . . Sales Managers, Production

Managers, Purchasing Agents, and scores of others.

When you are selling goods to industry, it is as important to reach these men in their *special* Management functions as it is to reach the *general* officers and managers.

For Management is a highly specialized, delicately balanced mechanism, with each of its manifold, interrelated parts functioning together to produce a unity of thought and action.

When a product, a program or an idea is up for modern Management discussion, it will be thoroughly scrutinized from *many* angles by *many* men, each of whom contributes an important, decisive, responsible voice.

Isn't this the way Management operates in *your* business?

"But we have a difficult problem"
... to advertisers who say this, FORTUNE replies that most successful campaigns addressed to Management have grown out of difficult problems . . . after one question has been answered:

"Where does Management read advertising with most interest?"
... Recent figures obtained by FORTUNE's Marketing Service Department in its constant investigation into Management advertising problems show that:

85% of FORTUNE'S subscribers are officers, managers, directors, department heads, partners or owners of businesses . . . and *every* survey has shown that in FORTUNE the advertiser reaches Management more certainly, effectively and economically than in any other magazine.

85% OF FORTUNE'S 150,000 SUBSCRIBERS ARE MANAGEMENT MEN

FORTUNE
The MAGAZINE OF MANAGEMENT

Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending September 1, 1940:

More On Armament Smoke Stacks

FAN MAIL FROM READERS the last few days indicates widespread interest in the August 1 feature, "Follow Armament Smoke Stacks for Expanding Consumer Incomes." Many corporations want this information regularly to pass on to the various divisions and individuals in their companies who are concerned with the changes in population and buying power which follow these armament moves.

SALES MANAGEMENT will continue to render periodic reports on the subject but readers who wish to compile their own data can get leads through these sources:

1. The National Defense Advisory Commission's Production Division under the direction of William S. Knudsen, Federal Reserve Board Building, Washington, will issue frequent bulletins.
2. *Engineering News-Record*, McGraw-Hill Building, New York, prepares a weekly construction volume release (free) which gives awards on all big building projects.
3. The *Wall Street Journal*, New York, through its Washington office, makes almost daily reports on contracts for defense equipment as they are cleared by Government agencies.

If you make anything which can be used in national defense, you should send to the Bureau of Foreign and Domestic Commerce for a copy of "National Defense Procurement, July, 1940." This is a bulletin which gives a list of 46 field procurement offices of the War Department, 27 field purchasing offices of the Navy Department, maps showing the area served by these various offices and a partial list of materials being purchased by these agencies.

By geographic divisions the contracts awarded by War and Navy Departments from June 1 through August 12 are (in thousands of dollars):

New England	\$301,804
Middle Atlantic	344,317
East North Central	139,102
West North Central	5,636
South Atlantic	234,665
East South Central	2,615
West South Central	33,603
Mountain	2,813
Pacific	45,863
Outside continental U. S.	59,799
Unclassified	452,497

There are sound reasons for keeping close watch on armament expenditures. First and most obvious is that they are a clue to increased industrial and consumer spending; the other is that the location of new defense plants will influence regional economic development over a long period. In the coming months as you read of the building of new defense plants, you will probably find that a great majority of them are located inland, particularly in the East North Central and West North Central states. Mainly this is to protect the plants from attack but also it is with

the thought that years hence, after the emergency, they may serve as a contributing factor in the decentralization of industry. Some of these plants will be owned outright by the Government and some will be under Government contract by which the Government must consent if they are to be shifted to peace-time work. In the future a problem comparable to Muscle Shoals after the World War will develop. But this time the problem will involve factories scattered through many communities, many industries.



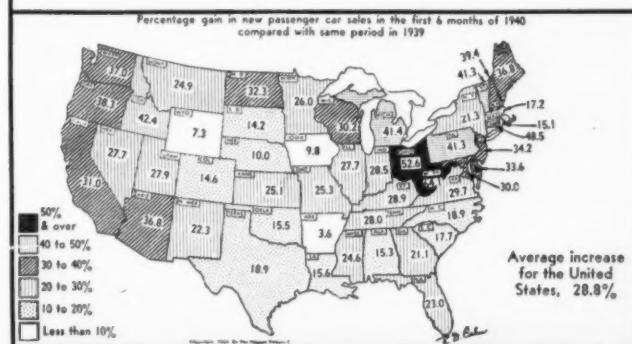
Government funds will be poured into industry at a rate which makes the previous pump-priming look small. For the fiscal year 1941 we have a prospective Federal budget of 13.6 billions of which a minimum of 5 billions is for defense. Both production and profits are likely to be lifted to new high levels. According to estimates made by the National City Bank of New York and by Standard Statistics, the prospective profits of 400 leading industrial corporations for 1940 amount to \$2,280 millions, which begins to approach the prosperity peak of 1927-29.

Roger Babson says in his current bulletin, "There is a firm basis for good business over the next nine months. This means a volume far above what most people have set their plans for."

Income Up 10%

ON PAGE 12 READERS WILL FIND the projected income estimates of SALES MANAGEMENT's Research Department. The current installment estimates income by states and sections as of the end of October. The gain for the nation as a whole is 10%. Each one of the nine geographic sections of the country shows an income gain of 5% or more with the New England states leading with a gain of 13.3%, followed by East North Central with 12.4%. Among individual states the leaders percentage-wise are: Conn. 19.8, Mont. 19.6, W. Va. 18.3, Pa. 17.5, N. D. 16.5, Utah 15.9, Ind. 15.8, S. D. 15.2, Ohio 13.5, Mass. 13.2, and Mich. 12.5.

New Car Sales in the First 6 Months of 1940 and 1939





"Rabbit-Ears" Elmer . . . soaks up all the hard luck stories prospects pass out. Just let someone even whisper that business is bad, and Elmer is all ears. The only thing he can't hear is his name when they call off the leaders . . . it isn't there!



"Big-Head" Oscar . . . thinks he knows all there is to know about selling, how conditions could be improved, why prospects put off buying, what's wrong with what he's selling . . . the only thing he DOESN'T know is why he can't get more business.

These are two illustrations from an intriguing booklet called "Candid S(n)ap Shots of Salesmen Who Got 'Took,'" produced by Belnap and Thompson, 309 West Jackson Blvd., Chicago. Through grotesqueries produced by angle and off-focus shots, seven types of sap salesmen are pilloried. The company will send a copy of the actual booklet to any SALES MANAGEMENT readers.

On the same page with the state income figures are the High Spot Cities for September. The expected income gain for this month is 3.3%. The difference between this smaller expected gain for September and the healthier gain for the year ending October 31 (as shown by the state figures) is largely accounted for by the fact that we are now in a period where business was rising very rapidly a year ago. Throughout the Fall, as you may remember, we witnessed one of the most rapid gains of business activity in the history of the nation. Therefore it is not to be expected that percentage gains during the balance of the year will be as great as they were earlier in the year.

Now that 1940 population figures are available for practically all of the large cities of the country, SALES MANAGEMENT's Research Department is working on a refinement of the High Spot Cities feature and it is hoped that all research work can be completed in time for introducing the revisions in the October 1 issue. The plan calls for the continuance of publication of the ratio figures such as are found in this issue with the addition of currently adjusted per capita income figures for each city. The process calls for computing per capita income figures as of December 31, 1939, using as the base SALES MANAGEMENT estimates of total effective buying income from the Survey of Buying Power divided by new population figures. These 1939 base figures will then be adjusted month by month to show expected per capita incomes for the month ahead.

New Peak for Retail Sales?

A DEMONSTRATION, effective though small-scale, of how the armament dollars will permeate through a community and create new purchasing power, estimated usually at a ratio of ten to one, is to be seen currently in Middletown, Conn., where the Russell Manufacturing Co., textile manufacturers, paid its 1,300 employes on August 15 with 35,000 silver dollars. According to George N. Williams, president, the company hit on the plan as a means of conveying to the public the importance of industry in a small

city. There would be no way to trace the \$5 bills of the usual pay-roll and they thought of the silver cartwheels because they are virtually out of circulation in the East.

According to an exclusive report to SALES MANAGEMENT from Mr. Williams, the idea caught on quickly, although silver dollars were so new in the community that many people were at first suspicious of them. A local store advertised condescendingly that it would "accept" the Russell silver dollars, and at one of the local ten-cent stores a Russell employe found difficulty in persuading a clerk that the silver cartwheel was legal tender. Within the first five days the cartwheels had already spread to neighboring large cities like Hartford and New Haven, and reports of silver dollars came to the company from department stores, furniture stores, funeral directors, movie theatres—even the local police court for payment of fines.

According to preliminary estimates it is expected that 5% of the silver dollars distributed will disappear from circulation as souvenirs, 70% will continue to circulate for a long time among Middletown mercantile institutions, 15% will be lodged in savings banks, and 10% will circulate in neighboring cities.

Not only Middletown but elsewhere through the country the nation's retailers are riding high on this flood-tide of active general business. Sales in all types of stores are holding well above the levels of a year ago. *The Babson index of retail distribution is now at its highest point for any month since 1929 and within striking distance of the historic peaks made in that great boom year.*

What will national advertisers do to get this increased retail volume? Last year according to a study made by the research and promotion department of the Bureau of Advertising, ANPA, national advertisers spent \$383,390,357 in four major media—newspapers, magazines, network radio and farm journals. Ten classifications of advertisers accounted for 89 cents out of a total dollar, these being food 24, automotive 16, toilet requisites 11, tobacco 9, medical 7, alcoholic beverages 7, house equipment 5, transportation 4, wearing apparel 3 and industrial 3.

The Idea Corner

READERS WHO WANT TO GET RICH QUICK might learn something from Mrs. A. Sherman Hitchcock, of Hartford, Conn., who conducts a school under the auspices of WTIC where she teaches listeners how to win the "Why I Like" contests which are so popular these days. She is no theorist. Instead she is probably the world's champion winner of these contests, with a bag of 64 in the past four years. Although her free-tuition course is only a few weeks' old, three of her pupils already have made winning entries.

Perhaps a surer although longer road to riches lies in the creating of new inventions which a fairly representative cross-section of the public would like to have invented. At the du Pont New York World's Fair exhibit visitors are queried on their new product desires. Less than a dozen of 18,000 which have been tabulated were facetious answers. Most of these were for means of disposing of old razor blades. About 25% looked for medicines and drugs to check disease; better fabrics and longer lasting materials, such as "shoes that never need repairing" were named as the greatest need by 18%; another 10% called for advances in food products such as concentrated meals in capsule form. Rubber fenders that bounce off garage doors, efficient pocket air conditioners, chip-proof nail polish, plastic houses, completely effective insect killers, scientific furs, durable lipsticks, non-skid highways, fireproof wood, and transparent steel are among the products which people say they want.

P.S.

SALES MANAGEMENT



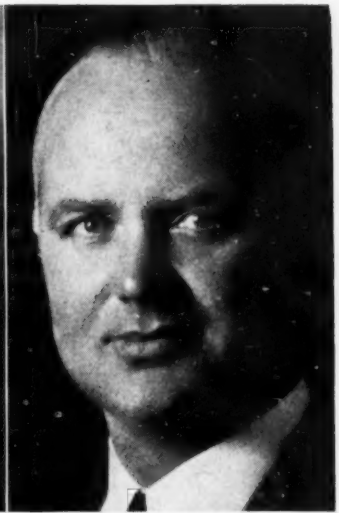
Alter



Galloway



Anderson



Thomas

ARTHUR S. ALTER is appointed general manager of the flashlight division of Edward Katzinger Co., Chicago. That division is a departure for Katzinger, which for 50 years has made baking pans, kitchen tools and cutlery. Mr. Alter, who for the past 18 years was v.p. and merchandising s.m. of Harry Alter Co., Chicago, electrical appliance distributor, will sell the new "Tru-Spot, Seal Beam and Torchmaster" flashlights through mail order, drug, chain and other outlets.

RUSSELL R. GALLOWAY moves from the district sales managership of the Chicago office of Certain-teed Products Corp. to the general sales managership in New York. He joined the company in 1923 as a credit clerk and rose through the ranks.

FRANK L. ANDERSON becomes vice-president and sales manager of Phillips & Benjamin Co., Waterbury, Conn., drug firm. For the past five years he was a sales executive with Dorothy Perkins Co., cosmetic house. Prior to that he was chief executive with McKesson & Robbins' distributing plant in St. Louis.

EDWIN J. THOMAS, new president of Goodyear Tire & Rubber Co., Akron, has never worked for any other firm. His first job was as a stenographer. He has served in numerous posts at Goodyear's various American plants and in England. Upon his return from England in 1936 he was made assistant to the president, and in 1938 was elected executive v.p. P. W. Litchfield, former president, is now board chairman.

NEWS REEL



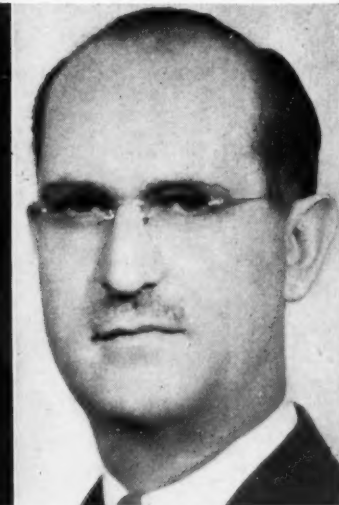
O'Brien



Milton



Coward



Bauer

DAVID H. O'BRIEN as assistant general sales manager will assume charge of telephone and research products sales departments of Graybar Electric Co., New York. This is in addition to his former responsibilities as general merchandising manager.

W. H. MILTON, JR., who has been sales manager for General Electric's plastics department at Pittsfield, Mass., for the past two years, has been appointed assistant manager of all phases of the department's activities. He has been associated with GE since 1920 when he took the company's student engineering course at Schenectady.

CHARLES J. COWARD succeeds J. Nelson Stuart as director of advertising and sales promotion of the Kelvinator division of Nash-Kelvinator Corp., Detroit. Mr. Coward has been an account executive with the Ralph H. Jones Co., Cincinnati ad agency, since 1936. There he directed advertising and promotion for the National Electrical Manufacturers Assn.

FRANK K. BAUER has been appointed general sales manager of Witte Engine Works, Kansas City. He was with National Battery Co. for 17 years in various posts, most recently as general sales manager of the St. Louis office.

Bell-Ringer Displays of 1940 in Drug, Food and Hardware Stores

Sales Management-Ross Federal make an inventory study of 1,250 windows in 11 large cities and find what is being displayed in three types of stores — the preferences as to kind and size of displays — pushing one product versus scatteration — manufacturers who are most successful in getting window space — manufacturers whose displays have been most efficient in making consumer sales.

DURING early June Ross Federal field workers studied 529 drug, 471 grocery and 250 hardware and house furnishings window displays in 11 cities* and made an inventory of what each window contained; then they talked with the owners and found out whose displays were most effective in creating sales. In the results alert manufacturers and their agencies will find many valuable tips. The stores were independents and local chains.

Striking differences were found in the three types of outlets. One was in location, where the dissimilarity was most marked:

	Corners	Middle of Block
Drug	89.0%	11.0%
Grocery	32.9	67.1
Hdwe. & House Furn.....	15.6	84.4

Another difference was in the major characteristics of the display, shown in detail in Table 1. Druggists, especially the neighborhood independents, are far more likely than the other merchants to have windows dominated by the display of one manufacturer's products. Of the drug windows, 57.5% were "devoted 90% or more to the product(s) of one manufacturer," as against 37.6% for grocery windows, and only 17.2% for hardware and house furnishings stores.

Going to the other extreme, the survey shows that 16.5% of the drug windows had "mass displays, with scores of items," as against 15.9% for grocery stores, and 40% for hardware and house furnishings stores.

A similar survey in the drug field was made by SALES MANAGEMENT-

* Atlanta, Chicago, Cincinnati, Dallas, Detroit, Kansas City, Los Angeles, Minneapolis, New York, Pittsburgh, Seattle.

Ross Federal November 1, 1938, and a comparison of the two indicates a trend toward dominant displays.

Type of Window	1938	1940
90% or more to one mfr... 48.6%	57.5%	
Several mfrs., but one outstanding	20.3	14.7
Small displays of products of up to 12 mfrs.	15.3	11.3
Mass displays with scores of items	15.8	16.5

Table 2 shows the type of display material found in each of the three types of outlet.

Table 3 shows the most popular sizes of lithographed display pieces.

The last phase of the inventory job was the answering of this question, "What are the (up to five) most prominent?" (Continued on page 20)

Major Characteristics of Display

Table 1

Type of Window	Drug %	Grocery %	Hardware & House Furnishings %
Devoted 90% or more to the product(s) of 1 manufacturer	57.5	37.6	17.2
Products of several manufacturers displayed, but with one outstanding	14.7	18.0	16.8
Small displays of the products of up to a dozen manufacturers	11.3	28.5	26.0
"Mass" windows, with scores of items	16.5	15.9	40.0

The first assignment of the Ross Federal men was to appraise the window as to its major characteristics. The results show that druggists run far more dominant displays than the other outlets. To a considerable extent this may be due to the fact that professional installation services are far more active in this field. As is shown in one of the other tables, 42.0% of the "best drug store displays of the year" were installed by these organizations, as against 8.4% in grocery, and 4.6% in hardware, etc., stores.

Types of Display Material Most Popular

Table 2

(100% is the number of windows checked)

Type of Display Piece	Drug %	Grocery %	Hardware & House Furnishings %
Window stickers	45.2	23.1	40.8
Proofs of ads, actual size	0.9	2.5	2.8
Proofs of ads, giant blow-ups	6.2	3.8	3.2
Cartons and containers	75.2	65.4	53.2
Actual merchandise out of packages	31.6	41.0	76.0
Large lithographed background pieces	68.8	27.8	36.0
Small lithographed pieces	52.7	31.6	48.8
Large posters (broadsides)	11.0	7.9	11.6
Permanent metal or wooden signs	3.0	5.7	12.8
Decalcomanias	27.2	20.6	10.8
Moving (animated) pieces	0.6	0.4	0.8

The second assignment of the field workers was to list all types of display found in and on the windows. Here again, striking differences are shown between the three types of stores. Note, for example, the relative popularity of lithographed pieces, large and small; the small use of window stickers in grocery stores; the much greater success of manufacturers selling hardware and house furnishings stores in getting permanently affixed metal or wooden signs.

The Leading Window-Displayed Products

The list of companies and products below is restricted to those mentioned five or more times as being "one of the—up to five—most prominently displayed products in the window." The survey was conducted in 11 major cities during the week ending June 8.

1. DRUG STORES (529 Windows)						2. GROCERY STORES (471 Windows)					
	Devoted 90% or more to the products of one mfr.	Several mfrs. products but one out- standing	Small dis- play of products of up to doz. mfrs.	"Mass" windows with scores of items	Total		Devoted 90% or more to the products of one mfr.	Several mfrs. products but one out- standing	Small dis- play of products of up to doz. mfrs.	"Mass" windows with scores of items	Total
DRUG PRODUCTS						CANNED GOODS, ETC.					
Squibb Products.....	12	7	4	13	36	Heinz Products.....	1	7	7	7	22
Alka-Seltzer.....	12	5	5	8	30	Monarch Products.....	3	4	11	3	21
Bromo-Seltzer.....	1	1	3	5	9	Del Monte Products.....	3	3	1	5	12
Parke, Davis Products.....	2	1	1	1	9	Libby's Fruit.....	1	3	5	3	12
Pabulum.....	1	4	1	7	9	Dole Pineapple Juice.....	4	4	6	2	12
Ex-Lax.....	1	1	3	1	9	Campbell's Soups.....	1	2	3	1	10
Listerine.....	1	1	2	4	8	Libby Products.....	1	2	4	1	8
Phillip's Milk of Magnesia.....	2	1	1	4	8	Premier Products.....	1	2	3	2	7
Bayer Aspirin.....	1	1	2	4	7	White Villa Foods.....	1	2	3	1	6
Zonite.....	1	3	2	1	6	Bird's Eye Foods.....	1	1	3	1	5
Squibb's Mineral Oil.....	1	1	2	2	6	Premier Spaghetti.....	1	2	1	1	5
Nyal Products.....	3	3	3	1	6	S. & W. Products.....	2	1	1	1	5
Johnson & Johnson Products.....	1	2	3	1	6	Welch's Tomato Juice.....	1	1	4	1	5
McKesson Products.....	4	1	1	3	5						
Lantern.....	1	1	1	1	5						
Lavoris.....	1	1	1	2	5						
Johnson's Baby Powder.....	1	1	2	2	5						
CIGARS, CIGARETTES, TOBACCO						CEREALS					
Chesterfield.....	27	8	2	2	39	Wheaties.....	8	7	13	1	28
Lucky Strike.....	20	11	3	2	34	Kellogg's Products.....	8	3	10	1	22
Camels.....	27	1	1	2	30	Kellogg's Corn Flakes.....	2	5	6	3	16
Cremo Cigars.....	5	4	1	1	9	Kix.....	2	4	6	3	15
Old Gold.....	2	1	3	1	7	Shredded Wheat.....	1	2	3	7	13
Roi-Tan.....	2	3	1	1	5	Rice Krispies.....	4	1	3	1	7
Philip Morris.....	4	1	1	1	5	Quaker Oats.....	1	3	2	1	6
Granger Tobacco.....	4	1	1	1	5						
SHAVING MATERIALS						BEVERAGES					
Tech Razors.....	13	9	10	6	38	Canada Dry.....	7	6	9	2	24
Gem Blades.....	4	3	1	4	11	Coca-Cola.....	4	3	13	3	23
Mennen's Shaving Cream.....	1	2	3	4	10	Shurfine Products.....	2	3	10	4	12
William's Products.....	1	4	4	1	9	Hire's Root Beer.....	2	3	4	1	10
Aqua Velva.....	2	3	1	4	7	Welch's Grape Juice.....	3	1	5	1	9
Barbasol.....	2	1	1	3	6	Pepsi-Cola.....	1	3	3	1	6
DENTIFRICES, ETC.						Royal Crown Cola.....	1	3	1	1	5
Pepsodent.....	2	7	7	6	22						
Ipana.....	1	5	3	5	14	SOAPS AND CLEANERS					
Calox.....	1	2	4	1	11	Rinso.....	1	5	4	4	13
Teel.....	1	3	3	1	8	Lux.....	1	2	6	4	13
Pebeco.....	2	1	2	2	7	Super Suds.....	3	2	3	1	10
Dr. West's Toothpaste.....	1	1	1	3	5	Oxydol.....	1	2	5	1	9
Dr. West's Toothbrush.....	1	1	1	3	5	Procter & Gamble Soap.....	1	5	1	1	7
Dr. Lyon's Powder.....	1	1	1	2	5	Chipso.....	2	1	3	1	6
SOAPS AND CLEANERS						Sunbrite Cleanser.....	1	3	2	1	6
Colgate Products.....	7	3	5	15	30	Ivory Flakes.....	2	2	1	1	6
Palmolive Soap.....	1	4	1	8	14	Ivory Soap.....	1	2	2	2	5
Lifebuoy.....	1	2	2	5	10	Octagon Soap.....	1	1	2	1	5
HAIR PREPARATIONS, ETC.						Sweetheart Soap.....	1	1	3	1	5
Fitch Shampoo.....	2	6	4	4	16						
Vaseline Hair Tonic.....	2	2	2	3	9	COFFEE, TEA AND MILK					
Vitalis.....	1	2	5	2	9	Lipton's Tea.....	5	3	6	1	14
Wildroot.....	1	1	1	4	7	Hill's Coffee.....	2	1	2	5	10
Drene.....	1	4	2	1	6	Carnation Milk.....	1	2	1	5	9
COSMETICS											
Hinds.....	1	8	2	4	15	FRUITS					
Max Factor.....	2	1	3	1	6	Sunkist Oranges.....	5	2	3	3	13
Jergens.....	1	1	1	3	5	Sunkist Fruits.....	6	1	2	2	19
LIQUOR AND BEER						Sunsweet Prunes.....	1	2	2	1	7
Hiram Walker.....	2	1	2	3	8						
Calvert.....	5	1	1	1	6	BREAD, CRACKERS, ETC.					
Schenley.....	2	1	2	1	5	Sunshine Crackers.....	9	3	4	1	17
SUNDRIES, ETC.						Taystee Bread.....	1	5	1	1	6
Eastman Kodak Products.....	17	7	11	11	46						
Coca-Cola.....	32	8	4	7	44	CIGARETTES					
Modess.....	4	4	8	7	23	Chesterfield.....	6	1	3	1	9
Kleenex.....	1	2	9	7	19	Camel.....	4	1	1	1	5
Kotex.....	1	6	7	4	17						
Larvex.....	3	5	5	3	16	SUNDRIES, ETC.					
Whitman's Chocolates.....	7	3	2	1	12	Morton's Salt.....	6	1	3	2	11
Agfa Films.....	4	3	3	3	10	Crosse & Blackwell.....	1	4	2	3	9
Red Cross Products.....	2	1	3	3	9	Armour's Hams.....	5	1	3	1	8
Flit.....	1	1	3	4	8	Crisco.....	3	1	4	2	8
Switzer's Licorice.....	1	1	2	1	5	Miracle Whip.....	1	1	5	1	7
Ingersoll Clocks & Watches.....	1	1	1	3	5	White Rose Products.....	1	2	4	1	6
General Electric Bulbs.....	1	1	1	2	5	Scott Tissue.....	1	3	3	1	6
						Kleenex.....	1	2	2	1	5
						White Swan Products.....	1	2	2	1	5
						Spry.....	1	2	2	1	5
ALL OTHER PRODUCTS.....	182	106	96	190	574	ALL OTHER PRODUCTS.....	127	151	199	108	585

(Continued on Page 20)

The Leading Window-Displayed Products

(Continued from Page 19)

3. HARDWARE & HOUSE FURNISHINGS STORES (250 Windows)

	Devoted 90% or more to the products of one mfr.	Several mfrs. products but one out- standing	Small dis- play of products of up to doz. mfrs.	"Mass" windows with scores of items	Total		Devoted 90% or more to the products of one mfr.	Several mfrs. products but one out- standing	Small dis- play of products of up to doz. mfrs.	"Mass" windows with scores of items	Total
PAINTS, WAX, ETC.						HOUSEHOLD APPLIANCES					
Johnson Floor Wax.....	1	3	9	9	22	General Electric Lamps....	1	2	5	7	15
Old English Wax.....	1	5	1	4	11	Mazda Lamps.....	..	2	1	7	10
Duco.....	1	..	1	5	7	Bissel's Sweepers.....	..	2	1	2	5
Sherwin-Williams Paints.....	2	..	3	1	6	SPORTS EQUIPMENT					
Devco Paints.....	2	1	..	2	5	Wilson Products.....	..	4	1	2	7
TOOLS						Shakespeare Tackle.....	..	4	..	1	5
Disston Tools.....	1	..	5	7	13	LOCKS					
Stanley Tools.....	..	1	1	9	11	Segal.....	..	2	1	4	7
Tru-Temper Tools.....	2	..	3	2	7	Yale.....	..	1	2	2	5
Nicholson Files.....	3	4	7	SUNDRIES					
Wiss Shears.....	..	1	4	1	6	Vigoro.....	2	5	10	20	37
COOKING UTENSILS						Eveready Flashlights.....	1	6	2	14	23
Pyrex.....	2	3	8	14	27	Soilax.....	1	5	6	5	17
Silux.....	..	1	3	7	11	Ferry Seeds.....	..	2	..	8	10
Wearever Aluminum.....	5	5	Rutland Patching Plaster.....	..	1	4	..	5
						Flit.....	1	..	2	2	5
						ALL OTHER PRODUCTS.....	151	125	178	233	687

inently displayed products in the window?"

The Ross field men are fact-finders, not window advertising experts. Their reactions are very probably similar to those of the average consumer passer-by. No judgment was required on the first two types of windows—those

where one maker's products are outstanding—but the evaluation of small displays called for judgment which was a composite of the effect created by size, color, number, and other factors.

The totals column in the large table
(Continued on page 80)

How Displays Are Distributed and Installed

Offered by:	Drug %	Grocery %	Hardware & House Furnishings %
Manufacturer's Salesman or missionary man.....	64.0	70.8	54.3
Mail	15.1	6.1	23.6
Newspaper or radio	1.1	.9	.2
Other	19.8	22.2	21.9
Installed by:			
Dealer or employee	33.3	64.8	88.2
Manufacturer's salesman or missionary man.....	21.7	25.9	5.7
Installation service	42.0	8.4	4.6
Other	3.0	.9	1.5

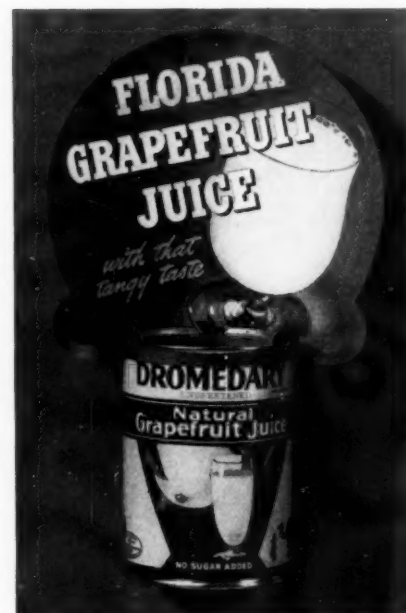
What Size of Lithographed Piece Is Best

Table 3

(100% is the number of windows in which lithographed pieces are used)

Size of Display	Drug %	Grocery %	Hardware & House Furnishings %
Under 1 square foot	21.1	20.7	22.3
Over 1 but under 3 square feet	53.6	55.9	55.9
Over 3 but under 10 square feet	68.9	55.9	61.5
Over 10 square feet	16.0	5.2	12.1

The third assignment called for approximate measurement of the lithographed pieces in the windows. On this factor alone there seems to be fairly general agreement in the three retail trades, with the most popular piece measuring over three but under ten square feet (as, for example, a piece 28 inches high by 36 inches wide).



The Florida Citrus Commission is distributing to dealers a small display card designed to be attached to the top of a can to form an effective point-of-sale reminder for Florida canned citrus fruits and juices. Designed by Arthur Kudner, Inc., the Commission's agency, and lithographed in four colors by National Process Co., New York, the can topper has a patented feature consisting of slits and tongues which permit it to be attached easily to the top of a can. Not much larger than the can itself, the card is adjustable to fit both No. 1 and No. 2 can sizes. Dealers like the can topper because its application is flexible. A mass display of many cans, each topped by a colorful can topper, can be set up for window or other large space display, or a single can bearing its "halo" can be used in minimum space.

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Billboards and Farm Papers]

Lysol Contest

Lehn & Fink Products Corp. will offer \$3,600 in prizes on behalf of Lysol disinfectant in a contest starting this month. Top prize of \$1,000 and 1,102 others go to the best 25-word statements on "the most important use I've found for Lysol," plus a carton or facsimile.

Full pages will be used in October and November issues of *Good Housekeeping*, *McCall's*, *American Home*, *Parents'*, half-pages in *Woman's Home Companion*, *Better Homes & Gardens*. Half-pages in *Capper's Farmer* and *Progressive Farmer* and two-thirds page space in *Farm Journal* and *Successful Farming* round out the magazine coverage.

September issues of some 50 newspapers all over the country will also carry the contest copy—prepared by Lennen & Mitchell, N. Y.

Radio Resumptions

A number of big time radio programs are going back on the air after Summer vacations. Among them:

Nehi Corp. returns Robert Ripley's "Believe It or Not" series to CBS on September 13. It will be heard on 89 stations each Friday at 10:00-10:30 p.m. for Nehi's Royal Crown Cola drink. Agency: BBDO, N. Y.

Kate Smith's "Hour" returns to 75 CBS stations October 4. Time: 8:00-8:55 p.m. Fridays. Sponsored by General Foods for Grape Nuts. GF has also renewed "We the People," with Gabriel Heatter as m.c., on 81 CBS stations to continue plugging Sanka coffee, Tuesdays, 9:00-9:30 p.m. Young & Rubicam, N. Y., is the agency for both products.

Du Pont's "Cavalcade of America" resumes October 2 on 50 stations of the NBC-Red network. Thereafter each Wednesday from 9:30-10:00 p.m. This will be the sixth season for the ether dramas. Agency: BBDO, N. Y.

Tea Continues

Despite war restrictions limiting the amount of money released for expenditure outside the British Empire, His Majesty's Treasury is permitting Tea Bureau, Inc., N. Y., to go on with the U. S. tea ad and promotion campaign which has been conducted during the

past five years at an annual cost of \$1,000,000.

Benjamin Wood, managing director of the Bureau, points out that "The Treasury released this money because, although shipping limitations made it necessary to ration tea in the British Isles, increased consumption of tea in this country would result in more money to spend here on essential armaments."

During the last fiscal year ending June 30, over 102,460,000 pounds of tea were imported by the U. S. Of this total 79% was black tea imported chiefly from Empire tea growers. "Consistent advertising by the Tea Bureau," says Mr. Wood, "has been the chief reason why America now consumes more black tea. For many years only 35% of the nation's tea was black."

William Esty, N. Y. agency, is in charge of the campaign, which will begin October 1. Plans are still brewing. Newspapers, magazines, posters and other media were used in previous campaigns.

Pontiac Pinnacle

Pontiac division of General Motors will announce the 1941 models with the greatest fanfare in its history. Beginning September 5 and extending to January 1, some 2,500 newspapers, magazines with circulations totaling 32,000,000, and 6,000 outdoor posters will picture and describe the new Pontiac cars.

The budget is 65% over the amount spent last year, reports W. J. Mougey, advertising manager.

MacManus, John & Adams, Detroit, handles the account, as they have since 1934.

Maca

Northwestern Yeast Co., Chicago, has announced a \$1,000 contest, \$500 top prize with 158 prizes ranging down to \$1, to familiarize women who bake bread at home with its Maca yeast. Maca is a dry yeast that can be kept without refrigeration. The contest was tested out in four states—Missouri, Iowa, Nebraska and Kansas—last Spring and is now being made national. Rural publications will be used in the promotion.

Full pages will appear in *Farm*

Journal, *Successful Farming*, *Capper's Farmer*, *Household*, *Pathfinder*. Sectional farm papers to be used include *Progressive Farmer*, *Farm & Ranch*, *California Cultivator*, *Pacific Rural Press*, *Washington Farmer*, *Oregon Farmer*. Hays MacFarland, Chicago, is the agency.

Contestants are required to write not more than 50 words on "I like Maca yeast because" and mail with the entry three silver foil wrappers from Maca packages. The contest closes October 1.

Beauty in One Jar

Andrew Jergens Co., Cincinnati, releases today a schedule of full pages in four-colors on behalf of its new face cream "One Jar" beauty treatment "for every type of skin." On the list are *True Story*, *McCall's*, *Mademoiselle*, *Picture Play*, Macfadden Women's Group, *The American Weekly*, N. Y. *Sunday Mirror*. Walter Winchell's "Jergen's Journal" program on the NBC-Blue network also devotes plugs to "One Jar."

The product, first of a complete new line of toilet preparations, is sponsored by Alix, Parisian designer. Lennen & Mitchell, N. Y., has the account.

Stylish Silver

Oneida, Ltd., Oneida, N. Y., maker of "Oneida Community" silverware, emphasizes the high style note of four new silverware patterns, "Milady, Forever, Coronation, Lady Hamilton," by featuring them in conjunction with gowns designed by Parisian stylists Molyneux, Schiaparelli, Lelong, Balenciaga. (The "Paris" address is strictly pre-blitzkrieg. Now the famous designers are refugees.)

Copy, through BBDO, N. Y., is scheduled for *S.E.P.*, *Ladies' Home Journal*, *Good Housekeeping*, *Cosmopolitan*, *Better Homes & Gardens*, *House & Garden*, *Vogue*, *Bride's Magazine*, *Mademoiselle*, *Picture Play*.

Largest Ozite

Clinton Carpet Co., Chicago, announces that the Fall schedule for its Ozite rug cushion is the most extensive since 1929.

Magazines in which space has been reserved include *Good Housekeeping*, *Ladies' Home Journal*, *McCall's*, *Woman's Home Companion*, *This Week*, *Better Homes & Gardens*, *American Home*, *Cosmopolitan*, *House & Garden*, *House Beautiful*, *Sunset*, *Bride's Magazine*.

Earle Ludgin, Chicago, is the agency.

(Continued on page 71)

(Immediate right): Standard store front designed by staff architect of Brown Shoe Co. for stores operating under the Brown Plan. Note the difference in the height of the bulkheads, the "unbalance" for breaking monotony of appearance and the avoidance of curved glass to lower construction costs. The angled mirror aids in shocking the wearer of old shoes when he glances down at his feet.

(Far right): Interior of model Brown Plan shoe store showing streamlined effect. Note the men's den in the rear, the full length mirrors, the pleasing and orderly manner of stock arrangement.



Brown Takes the Gamble Out of Retailing for 340 Shoe Merchants

More than 92% of all stores operating under the retail "success formula" developed by the Brown Shoe Co., made money last year. The management set up is parallel to that of many voluntary chains.

Based on an interview with

C. R. GAMBLE

*Vice-President in Charge of Sales, Brown Shoe Co.,
St. Louis.*

TWENTY-FIVE years ago Brown Shoe Co., St. Louis, entered upon a store merchandising experiment. The test store was owned by E. Bigelow, of Aberdeen, Wash. Within the next three years four other stores in Washington were added to the scheme; also, one down in Mississippi and another in Wisconsin. The substance of the idea was:

The store was to buy and stock none but Brown shoes. To compensate the store the Brown Shoe Co. agreed to put its experience and general knowledge of the shoe business at the service of the retailer. Brown auditors would check the books and stocks of the store twice each year. Experienced Brown men would assist and advise in the selection of lines, sizes, and the stocks carried. Brown advertising men would assist in preparing point-of-sale and other advertising promotion.

Brown would, in every way at its command, cooperate with the dealer

to make his store profitable to him. If that could be done, the retailer would profit more and Brown would profit more.

Today, throughout the United States there are 340 independently owned shoe stores operating under what has come to be known as the "Brown Store Plan." Eighty-eight of them have been under the plan ten years or more; 30 of them 15 years or longer. It is generally accepted that the average retail establishment lives only seven years. It is claimed that only about 25% of all retail shoe stores in the U. S. "make money." Brown reports that 92% of all stores operating under its guidance "made money" last year. And here are the reasons that make the difference, as summed up by Brown:

The average shoe retailer doesn't make money because—

1. He suffers from an unbalanced stock.

2. He lacks a sufficient and efficient sales forecast.

3. He fails to stock price lines that cover the volume market.

4. His turnover is too low.

5. He lacks proper analysis on price line, size and width requirements.

6. He has excessive mark-downs of odds and ends and surplus merchandise.

7. His capital invested is out of line with sales volume.

8. He lacks an efficient stock control system.

9. He fails in his control of expense or indebtedness.

10. He has no definite plan of operation to help meet present-day competition.

In other words, he doesn't know where he stands.

Through the guidance and assistance of Brown experts, under the Brown Store Plan, the shoe retailer, Brown Shoe Co. contends, does make money because—

1. He has a balanced stock, well organized to avoid duplication and lost sales in wanted styles and sizes.

2. He has at his command accurate analysis of sales expectancy; inventory and orders correlated with this forecast—adjusted to previous sales record.

3. He carries lines that cover his market.

4. He can accomplish a high turnover on minimum stock.



5. He has sufficient information so that he can concentrate on fast-moving volume sellers and so avoid an accumulation of odds and ends.

6. His mark-downs are kept at a minimum.

7. He has a greater return on a smaller capital investment.

8. His complete records show the amount to be ordered each month.

9. He has a definite control of expense and indebtedness in relation to past sales and expected sales.

10. He possesses a definite selling, merchandising and advertising plan to combat present-day competition successfully.

Brown Plan shoe retailers "know where they stand any day, any week or any season." An executive of the company, identified closely with the operation of the plan, said to a SM reporter:

"The Brown Plan is designed to compel the individual operator to guide his efforts in merchandising and promotion and store operation along lines which we know are basically sound and successful. We are certain it is sound because we have been working it successfully for 25 years. Each 'Brownbilt' merchant has a definite merchandising and advertising program which is, one might say, custom-built for him each season by a field representative who devotes all his time to servicing Brownbilt stores in his division.

"These field representatives do not sell any merchandise. All are experienced auditors and all have some retail background. These field men visit each Brownbilt store twice a year for the purpose of making a complete analysis of the retailer's store. This analysis includes a detailed inventory, a study of his promotion efforts, and

a detailed operating statement covering such subjects as mark-up, percentage of expense, depreciation, mark-down losses and turnover.

"From this analysis the field representative then prepares his program for the following six months, incorporating in the program corrective measures on any phase of the retailer's operation which, in the past, have not been satisfactory. As the success of the Brown Plan is predicated on the retailer's ability to have his profits for the season in the form of cash and not in merchandise, a complete merchandising budget and operating guide plan is also prepared by the field representative each season.

"Merchandise is placed in the retailer's store so that his peak inventory will coincide with the peak consumer demand and, likewise, stock is reduced at the end of each season. The operating guide plan estimates six months in advance the mark-up and the expenses of the individual store along with planned retail volume. But if the final net profit is not satisfactory, the field man and the retailer together study ways of either increasing volume through a definite promotional program or adjusting expenses so that there will be a satisfactory net profit on the season's effort.

"These field representatives also assist the merchant in planning his promotional program for a six months' period. This program ties in with the national advertising program of Brown and is designed to cash-in on consumer demand.

"Supporting the efforts of these field men are various departments employing specialists in retail advertising, window display, store architecture, merchandise architecture and general administration. A tabloid newspaper

has become a part of the program. This is issued monthly to all Brown Plan stores. The contents of the newspaper is designed to inform all stores on current events, new developments, the physical properties and all new ideas entering into the conduct of Brown Plan shoe stores."

No ironclad contract is required when a dealer enters upon this organized merchandising plan. The one thing that he must do is to agree to buy his stock, 100%, from the Brown Shoe Co. Then, if he is in the market for a lease, Brown will assist him in selecting his site and will advise him, out of long experience, what he should pay in rent. If he is entering business, or if, long in business, he wants to open a new store, he will be given complete service there, too. He may even come to the factory headquarters in St. Louis and see a model store which has been designed by an expert store architect now in the employ of the company. More, the latter will give his services in planning a specific store.

It is suggested, in building a new store, that it operate as a "Brownbilt" or a "Buster Brown" store, though the independent retailer may retain his own name or his firm name. The model store, taking into consideration the fact that the front of the average shoe store is comparatively narrow, is planned to make up in attention value what it lacks in size to compete successfully with its neighbors.

Interest in this front is stimulated not alone by the richness of its all-glass facing but also in the variation in the bulkhead height. Too, at the base of the bulkhead supporting the plate-glass windows a row of angled mirrors are placed. These are so arranged that when a person standing in front of the window glances down at his feet, as he almost automatically will do to compare his shoes with those in the window, he finds his feet reflected in the mirror.

The psychology is that, presumably his old shoes being scuffed and worn, they will strike him full in the eye with all their age and ugliness. Unless his shoes stand up rather well he must feel an urge to walk right into the store and buy a pair of new ones.

The entrance to the store is a bit off-center. The window on the left, smaller than the one on the right, has a higher floor. Also, its expanse of glass, from top to bottom, is less. For this reason it is more potent for concentrated mass selling promotions. The window on the right is designed to give natural classifications to different types of shoes behind glass facing at different angles.



"Have you got some of those tangy, tasty, tempting bits of mouthwatering goodness advertised on the radio last night?"



Being built in this form, the windows automatically break up the monotony of appearance which characterizes the average shoe store—which is generally built in "balance" and with small thought given to originality of design.

Carrying the idea of attention-getting a step further, the designers of the model store agree that shape, form or material cannot compete with light. For this reason fluorescent white light is used for illumination. Glass, above all other material, is intimately associated with light. So structural glass in neutral colors is used for facing over the entire front. The sign over the entrance is of translucent "vitrolux" structural glass, illuminated from behind. The etched lettering is opaque against the translucent field of light, achieving a luminous, glowing color at night.

Cost being a factor of paramount importance with the average shoe store, rounded corners or other special forms are not used. This makes possible the production of this front, 18 feet in width, for approximately \$1,500. Brown officers believe that

the element of style is of such dominant importance in the retailing of shoes that the shoe store should look the part and in their entirety should present a stylish, cheerful atmosphere.

In keeping with this, the company has developed a streamlined interior, placing displays of shoes, full-length mirrors, chairs and sandal bars at points of greatest pre-tested efficiency. Because many men dislike to take off their shoes in the presence of women, a "man's den" is effected by placing it behind an oval-shaped island display to the rear of the women's section.

Each year, in January, all store operators affiliated with the Brown Plan are invited to come to St. Louis for a three-day convention. At that time plans of retail operation are discussed. Also, they go over the Brown line of shoes for the coming season. The retailers, getting into the conferences, held, help to establish a closer relation between them and the manufacturer.

Even without this, the contacts and relations between the company and the stores are almost continuous because,

through the accounting system set up, the stores make weekly and monthly reports on specially prepared blanks. All this gives the experts at the central headquarters a steadily flowing picture of the business being done and a continuous check on how their merchandising and promotion are succeeding. If something is wrong it quickly comes to the surface. As soon as it is recognized, steps are taken to correct it.

Possibly the most convincing argument for this type of control for an independent merchant is: Fewer than 2% of the stores operating under the Brown Plan were dropped last year for any reason.

Broadcast Quiz Trains Utility Salesmen

Employees and the public gained a broad knowledge of Puget Sound Power & Light Co., State of Washington utility, through the recently completed "President's Quiz Campaign."

Instead of exhorting employees to learn about their company, to absorb facts on resources, developments and industries of their state, the campaign used an indirect approach. Six bi-weekly quizzes were held for all employees in sales work. The right to compete was based on quota achievements.

Quota-makers who also knew the answers to questions about the company, city and state passed on to a semi-final quiz. Finals were broadcast over station KJR, Seattle. Prizes of \$25 and \$15 went to the employees who made the best replies to questions put by a radio master of ceremonies.

Questions were phrased so as to be of general interest. Those concerned with the company (whether answered by contestants or the m.c.) imparted information that might not have been as interesting if given in another manner. Such questions included: Amount spent for line extensions during the past year; amount of the 1939 tax bill on electric operations; how many weeks of Puget Sound P & L's gross income in the past year went for taxes. Other questions covered Washington resources, industrial development, etc.

The President's Quiz Campaign was part of an annual Spring drive dedicated to the company president, Frank McLaughlin. This is the second time the quiz has been included in the drive. Its success points to its continued use as a part of sales training.

SALES MANAGEMENT

Some Simple ABC's About Aptitude Testing for Salesmen

Notes on several of the more popular standard tests in common use by psychologists, and the approach to the application of aptitude tests as represented by three case histories.

Part I of an article in two parts

BY JACK KLEIN

Because of the greatly increased interest on the part of sales executives, within recent months, in aptitude testing as applied to sales man-power problems, SALES MANAGEMENT has planned a series of articles which will attempt to answer some of these simple questions:

What is aptitude testing?

How is it done?

In what stage of development is it?

What are its uses?

What success are specific companies having with it?

All of the articles will be developed with the assistance of various psychologists and consulting organizations active in the field. Naturally, on a subject as complicated as this one, in a field where there is still a vast amount of experiment to be done, the recognized authorities disagree among themselves on many points. The SALES MANAGEMENT editors endorse no "system" as the "best," make no attempt to reconcile the various points of view which will be expressed.

In the article which follows Mr. Klein presents a brief review of some of the tests which, completely or in modified versions, are used by many who do aptitude testing. And in the second portion of the article he summarizes several simple case histories which do nothing more than show how typical companies are attempting to apply aptitude testing in their own organizations. Later articles by other authors will amplify procedures now in use by men professionally engaged in serving the field.—THE EDITORS.

MY purpose, in this article, is to throw some light on the use of psychological tests for selecting and appraising salesmen.

Considered by many as a new fad, new venture, and new theory, psychological tests, nevertheless, have a long historic background. It was, in fact, over 70 years ago when the first really successful "intelligence" and "interest" tests were recorded. My psychologist friends could, undoubtedly, cite earlier developments.

Many readers may recall the Army Intelligence Tests of 22 years ago,

during World War I. The Army used them principally to grade possible officer-training material. I refer to these only to illustrate the long distance psychological tests have traveled, by pointing out one significant factor: In analyzing the results of those tests, there were several hundreds of occupations, jobs and professions listed from which basic material was gathered for comparative purposes; but *salesmanship* was not in that list (although behind-the-counter selling was).

There has always been one main objective for these "intelligence" and "interest" tests, even as far back as 70 years ago. That was to help people adjust themselves to their life and work; to help them find the right jobs for themselves.

Analysts Find Fit Men

Out of it all has come modern vocational guidance, recognized today as a workable, practical and feasible science. No one questions or doubts the value of vocational guidance. And, psychological tests for salesmen are a branch of vocational guidance. The only reason why they seem new in both theory and fact is that it has been only within the last two or three years that sales executives have begun to express the need for new "tools" in sales selection, and have turned to psychological procedures as a hope. Bear in mind that, only 22 years ago, the Army psychologists and analysts failed even to mention salesmen in the list of occupations, jobs and professions.

Today it is a prerequisite in many excellent engineering schools that students show their aptitude for engineering. Also, as a most recent development, medical schools are beginning to prepare medical aptitude tests

for those who seek admission. It is not surprising, therefore, that aptitude tests for salesmen are gaining recognition by sales executives.

The one sound basis for hiring a salesman should be that he is fitted for selling by inclination, personality, and aptitude. Yet almost every standard except this most natural one has been used in measuring applicants for sales jobs. Men who would have been happier and more prosperous in other fields of activity, labor and struggle all their lives as salesmen. Their employers bear heavier and heavier sales costs through having so great a percentage of the wrong men on their sales forces. They spend huge sums of money to bolster, train and manage salesmen, without commensurate dividends for that expenditure. They risk loss of territories, customers and markets.

Certainly, there are many economic and profit motives for using psychological tests for selection and appraisal of salesmen.

What Are These Psychological Tests?

Each business is different from all other businesses; even, in some ways, from those of competitors in the same industry. The "load" salesmen carry differs with companies and industries. While basic psychological tests used are the same for all companies and all industries, the interpretation and analysis must vary with each company.

In all cases, these are the qualities and traits for which salesmen are tested: Mental ability, stability, dominance, aggressiveness, initiative, sales interest, and sales instinct or knowledge. Additional tests may be necessary for some types of work. For example: Where engineering techniques are used; where drafting of plans or proposals is necessary; or where the handling of mechanical equipment is an essential of the sales job. Too, there may be additional tests for vocabulary, memory, and administrative ability. Yet, for every practical intent and purpose, fortunately, only the few tests are quite adequate. These few tests will be described in as much detail as any magazine article will permit.

On Thinking, How About It?

Test used in the experiments on which I shall report later: Otis Self-Administering Test of Mental Ability; copyright by World Book Co., Yonkers-on-the-Hudson, New York.

It has been thought that the smarter, the more intelligent a salesman is, the more successful he will be.

That is not, however, always true. Without attempting to be facetious, it has been found that, in some industries and types of selling, the less brains a salesman has, the more successful he will be. Let me put it this way: In many instances, the slow-witted, slow-thinking salesman does the best job. This is because that job may require hard, ceaseless plugging; because that job may wear out, irritate, and destroy the morale and sensitivity of a more intelligent man. In such jobs, fast thinking and a fast intelligence would be a serious handicap.

On the other hand, there are many types of selling that require an alert grade of thinking. And, there are still others where only the highest mental ability will see the salesman through. In those jobs slow thinking salesmen might hold back the progress of a branch office or even of an entire sales staff.

Mental Ability—Not I. Q.

There is no way of ascertaining the speed of a man's mind just by listening to him. Many men are well informed on many subjects, and can talk intelligently on them, particularly when they want to make an impression when looking for a job. Those same men out in the field, however, facing prospects and situations may be actually slow-witted. The calm, quiet, taciturn man in an interview for a job may, on the other hand, be a quick-trigger thinker at work. College or other higher education by itself is no sure criterion of a man's mental ability. Only the other day I had the privilege of talking to the sales director of a fourteen-million-dollar corporation who stopped his formal education without even graduating from elementary school, let alone high school or college. His mind was keener than many a college professor's.

The Otis Test, used in the experiments under my observation, does give a good, clear picture of mental ability. This is essentially a time study. Men are rated by number of correct answers they can give to questions within 20 minutes to 30 minutes. Intelligence quotients, as such, were not measured in the experiments I observed. Rather, it was speed of thinking, quality of thinking, and the manner of following instructions and routine that counted.

To establish the speed of thinking required for any type of selling job, each company should take a cross-section test of its own salesmen. The range of mental ability most desirable should be found among the groups of the more successful producers. It should be remembered that there is no

such thing as a "passing" or "failing" mark. If, therefore, sales executives hesitate to give a mental ability test to their salesmen for fear that they would not answer "correctly," they are acting under a misconception. The fact that their successful salesmen may score a low (or a high) rating, is the very information that is wanted.

Personality Traits

Tests used: The Bernreuter Personality Inventory; copyright by the Board of Trustees of Leland Stanford Jr. University.

Clothes don't make the salesman. The vice-president of a building materials company told me that his best salesman is gawky, ill-dressed, baggy-trousered; while his best dressed man, with the best appearance, is an excellent socialite and tea drinker but gets very little volume in comparison with the star salesman. This is not at all disparaging of the better-looking handsome, gleaming-eyed, washed-face salesmen. Their excellent appearance and outward personality do not hurt them; but neither do these outer attributes alone help them on the firing-line.

Forget salesmen in the field for a moment, and let us step into the most expensive and exclusive women's specialty shops. Aren't the women employed there (aside from models put on show) for the most part drab, colorless, and poorly dressed—dressed even in obscure uniforms? Or consider the most exclusive haberdasher's for men. Are the best salesmen the Arrow-Collar advertisement type?

Personality is something more than dress or outer appearance. We like to have well-groomed, well-poised men around us. We like to hire them. And they are probably extremely successful, if their true, inner personalities are "correct" for selling.

Men are made up of complicated traits and qualities: Emotions, spirit, soul, thoughts, buoyancy, enthusiasms—viewpoints toward life, society and fellow workers.

There are many things a salesman is called upon to do: Face prospects and customers under all circumstances and conditions. . . . Meet and beat competition. . . . Create orders. . . . Break into new territories. . . . Get along with his superiors and his office. . . . Follow instructions. . . . File reports. . . . Travel away from home. Keep well and happy. . . . Stay balanced and in full control of his emotions. . . . Support his family. . . . Point to a future for his family. The list can be continued almost endlessly. To do all these successfully, salesmen

"must have what it takes." The traits and qualities which enable them to do their jobs are "inside" of them, and not on the outside.

The real personality of a man is probably born with him or is developed early in life. Personality may be confused with character or outer characteristics. Yet personality is an inborn or early acquired possession; character or characterizations are formed by environment. Let me illustrate that in a simple way. A glass of water, subjected to extreme heat, becomes steam or vapor; yet it always remains water. At extremely low temperatures it becomes ice; yet it always remains water. Water is its true personality; it never changes essentially. Steam, vapor or ice are merely the characters that water "plays" under certain environments.

So it is with personality. Under some environments a man is one thing. Given another set of circumstances, the same man is another character. Yet, underneath, he is the same man.

Traits Not Always Obvious

I have risked imposing on readers with this explanation of personality because it is important. For the one essential purpose of psychological tests for salesmen is to help measure the personality inventory of salesmen, to get under the outer garments or the "character" a man takes unto himself as a salesman. The tests attempt to uncover traits and qualities that make for success or failure in selling. These inner personality traits for success, or lack of them, are always present, whether they are obvious or not.

It should be borne in mind that the Bernreuter Personality Inventory is a measurement of many things for different psychologists and even psychiatrists. Thus, it is important to define the traits and qualities which were measured in the experiments I shall report on. They are: Emotional stability; dominance; aggressiveness; initiative. Translated into the terminology of the salesman, they mean: Can a man take the daily punishment of his work, defeats, rebuffs, disappointments and even triumphs? Has he endurance for his job? Is he resolute, determined, dependable, and a self-starter? Does he have inner driving power for his work? How does he get along with people? Does he dominate, without being domineering, the sales interview? Is he aggressive but not offensively so?

There are 75 questions to this test. They are answered by a "no" or "yes" or a question (?) mark. The questions are grouped, though not obviously so,

"TODAY I'll be in Boston . . . Baltimore

. . . Chicago . . . Omaha . . . and points west . . .

BUT I'll be home tonight to put you to bed!"

That's telephone traveling!

Long Distance multiplies a man's ability to be many places in the same day.

He can reach any town, anywhere, in a minute and a half (average).

He can go direct to the right man, without a long lobby-wait.

He can get facts and give them, in friendly fashion.

He can adjust a complaint, make an appointment, settle an account, or follow up a promising lead.

Long Distance saves days and dollars for many types of business. It is fast, adaptable, *definite*. Try it and *see*!





"Now the FTC wants us to show cause why we advertised 'em as 'alligator' pears!"



for classification as well as for checking and counter-checking the integrity of the answers. The applicant may, at the start, decide to answer in the way he thinks his superiors would like him to; yet before he gets far along he is really giving honest answers.

In a very rough, but possibly adequate, way, a sales executive can determine for himself the range of personality traits that new applicants should have by taking a cross-section test of his entire organization.

Sales Aptitude

Tests used: Verne Steward's Vocational Interest. Short. 15 questions.

Re-examination (or may be used originally): Strong Vocational Interest Test.

Up to this point, tests have shown us how to measure successful traits and qualities in salesmen. Those tests, however, might just as well be used for selection in any vocation and profession. A man may have the right mental ability, the right personality traits, and yet fail as a salesman, although he might be a success in other fields. There are, therefore, two essential tests to be made: (1) For sales

aptitude. (2) For sales instinct, or sales sense or sales knowledge.

Let me deal, first with sales aptitude. The other comes later.

This is axiomatic: No man can be a really successful salesman unless he loves to sell. He may profess a liking for salesmanship; or he may say, "If I didn't love selling, would I be applying for this job; would I have been in it so long?" That may be "sales talk," or self-deception, or an expression of lack of alternative.

Real sales aptitude is found in those who have the "sales heart." Sales aptitude means a real love, a real joy, a real zest for meeting people and selling them a service or a bill of goods.

When I say aptitude for selling I mean aptitude for *personal* selling. Distinctions should be made between personal selling and selling through the printed word or through publicity and promotional plans. Many advertising managers, merchandising and marketing managers, sales promotion managers and public relations men may have a love for selling. Yet put them into the field to face prospects day after day—as a job and not as an occasional experience—and they may feel a distaste for it. They may fail.

In measuring sales aptitude, great care should be exercised to establish the degree of aptitude. A man may show an aptitude so low as to border on antagonism for selling—this has been found in men who have been "salesmen" for 15 and 20 or more years. During all those years they have suffered a conscious or subconscious resentment toward their work. Fine fellows, with splendid personality traits, they were in the wrong jobs.

In selecting the test to be used for measuring sales aptitude (or interest—another common expression for aptitude), sales executives will find Verne Steward's test the more convenient one, in that it is short. On the other hand, the Strong Vocational Interest test is more authoritative. The difficulty is that the Strong test forms contain several hundred questions, the answers to which are compared with the outstanding interests of successful men in various occupations, jobs and professions. In the experiments made under my observation, Steward's test was the one given, with the Strong test used for re-examination and re-study where there were elements of question or doubt.

Sales Instinct, Sales Sense, Sales Knowledge

Test used: "How Perfect Is Your Sales Sense" by Bertrand R. Canfield, of Babson Institute of Business Administration. Originally published in October 10, 1938, issue of SALES MANAGEMENT.

We know what sales knowledge is. But what is sales instinct or sales sense? Is it important? Extremely important and significant.

Sales instinct or sense may be termed a "feel" for sales situations and sales processes. Men with sales instinct or sales sense instinctively feel their way around sales situations, sales interviews and prospects. They do not live by rote or rule or book knowledge, nor even by experience alone. They have what may be termed intuition—a sixth sense in selling.

That instinct or sense is to a salesman what card sense is to a bridge or poker player. You know how much fun in playing cards a man with card sense has; how hopeless it is to play cards with anyone who has no card sense. Sales instinct is to a salesman what the "feel" of a case, jury and judge is to a lawyer. It is to a salesman what a sense of instinctive feel is to a surgeon when he explores the insides of a patient.

The presence of sales instinct or sense and knowledge in a salesman is
(Continued on page 66)

SALES MANAGEMENT



JUST A LITTLE PRAIRIE FLOWER

...growing B-I-G-G-E-R every hour!

● Planted in the midst of the Southwestern prairie fifty-one years ago, Oklahoma City has staged a development unparalleled in the history of American cities. It was but a year-old seedling when the census of 1890 was taken. The count was 4,151 hardy pioneers. Ten years later that figure was more than doubled. By 1920 it was reaching upward toward the 100,000 mark. Today, despite the depression of the past decade which caused many an American city to wilt, it has blossomed out into full metropolitan proportions of a city of more than 200,000. Such a wide-awake, up-to-date, constantly growing community has demanded equally wide-awake, up-to-date, constantly growing newspapers. The Daily Oklahoman and Oklahoma City Times, always keeping pace with, many times setting the pace for, this market, have

proved themselves such newspapers. They are to-day more than ever an integral part of this community's life and thought. They should be made an integral part of every selling effort in this market.

THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING COMPANY

THE FARMER-STOCKMAN * MISTLETOE EXPRESS
WKY, OKLAHOMA CITY * KVOR, COLORADO SPRINGS
KLZ, DENVER (Under Affiliated Management)
REPRESENTED BY THE KATZ AGENCY, INC.

SEPTEMBER 1, 1940

OKLAHOMA CITY NOW 204,517



Eugene Lyons, editor of *The American Mercury*, wrote the lead article for the August issue. He called it "Hitler's Blueprint for a Slave World." It should be required reading for isolationists and appeasers.

If and when it "happens here," a lot of tax-payers may ask weakly: "Why weren't we ready? What did we get for all that dough besides rock-gardens and football stadiums?"

The little newspaper ad offering "Bomb-proof shelters, made gas-proof," run by the W. B. Connor Engineering Corp., New York, must have driven a lot of ostrich-heads deeper into the sand.

Alex de Seversky nails the flag-wavers with a neat paragraph: "If the war for which we are presumably preparing should be fought on typewriters and adding-machines, we should win hands down."

Enough of the sober note. I understand a group of hospitals are considering a Bed-Pan-American Congress.

Chain Belt Co. did all right with the headline in *Fortune*: "Mixing the Johnsons' basement on Main Street—at 20 M.P.H.!"

The fruit in those color-spreads by Corn Products Refining Co. is natural enough to be eaten right off the page.

It has a familiar ring, but some of the customers may have missed C. R. Rasmussen's gag about the new, wide seats in modern motor-cars having been inspired by the New Deal's desire to do something for the more abundant wife.

J. C. Rodenburg recalls an old definition: "An optimist is a man who is treed by a bear and enjoys the view." He says the last ten years have changed so many things, the definition might be revamped to read: "An optimist is a man who is threadbare and enjoys the view."

"Dogs May Go to Bermuda."—Headline. That's all right, the Missus

thinks, just so long as Bermuda doesn't go to the dogs.

Only fools never change their minds, we are told. My escape-complex used to conjure up a life of comparative leisure in the Caribbean tropics; but this Summer's heat-wave

has changed all that. After basting in my own juice for days on end, I'm going to make it New England. As this is written, snow banked against my kitchen door would seem somehow beautiful.

Samuel M. Elam has written a book called "Weevil in the Cotton." A columnist would have quipped: "See No Weevil."

Our new national anthem may be: "You're In the Army Now."

Incidentally, compulsory military training will be a great democratizer. A copy-writer, for instance, would find real social justice in being able to put

SALLIE HILL SAYS:

"Good Farming"



Sallie Fletcher Hill, who came to us from a farm, via three colleges and a home demonstration job, and who still operates a Texas farm at a profit, is Home Editor of *The Progressive Farmer*

OUR Sallie Hill travels many thousands of miles each year from Virginia to Texas in her work with countless rural homemakers, singly and in groups. She and her Home Department staff handle over 200,000 pieces of subscriber mail annually, including more than 9,000 personal letters addressed to housewives about intimate family and household problems.

Because *The Progressive Farmer* is credited with being America's first farm magazine to employ a full-time Home Department editor—because its Home editors have always been outstanding crusaders and capable leaders—you'll find that Southern farm women read and prefer *The Progressive Farmer* above any other publication of any character.

For in the kitchen, as well as in the fields, more than two generations of Southerners have paid this significant tribute to *The Progressive Farmer*... "You can tell by a man's farm whether he reads it or not."

SHOW me a good farm home and I'll show you a good farmer. Good farming begins in the home because farming, unlike other types of business, is a joint enterprise wherein husband and wife share alike in the responsibility for success, and in returns from their efforts."

Progressive

SALES MANAGEMENT

his chief on kitchen police, or ordering him to make a bed, or tidy up a company street.

The Schick clan should be everlastingly grateful to the Pullman Co. for installing those efficient 110-volt outlets.

Who remembers 'way back when National Carbon Co. tried to interest us in a new toy known as radio, by advertising: "The air is full of things you shouldn't miss?"

No September column would be complete without resurrecting the old hay-fever battlecry: "Sic September Tyrannis."

Somehow, our newest and finest ocean liner, *America*, appears to be all dressed up and no place to go. Incidentally, many a travel-wise American will shed a tear for the French Line, now in the hands of a certain Adolph Schickelgruber.

Probably nobody will get a bigger laugh than Joe Katz out of Dictaphone's headline: "Gangway! J. K. just had another thought!"

Bob Graham wonders if there's some connection between the policy of the Open Door in China and the draft that American youth will soon feel. He then shrugs it off with: "Oh, well, what the Hull!"

Good mid-Summer headline by New York's McCreery's: "This is a funny time to be asking you about Christmas!"

Neatest Trick of the Week Dept. "Telephone when death occurs."—From a little ad by the Campbell Funeral Church. Better make it five minutes before, while you're still able.

And then there was the near-sighted snake, as the story goes, who tried to make love to a rope.

Military Note Dept. You have a Major operation, under a General anaesthetic, and convalesce in a Private room.

Nice title on a Coast Guard story in the N. Y. Times Magazine, by my old pal, Kensil Bell: "Uncle Sam's Jack-Tar-of-all-Trades."

Some one with a fine knowledge of human psychology injected this sub-head early in a back-cover advertisement for a reading course in civil aeronautics: "Only 25c a week—and you can stop any time!"

Slogan for a brand of milk: "Supervised from teat to table."

What is it that makes a man feel that because he's a success in one particular field he can qualify as an expert in all? No one doubts the skill or the bravery of Charles Lindbergh as a flyer. Being a good aviator, however, doesn't prove that he has all the answers on the grave international problems staring us in the face. In the air, he is unsurpassed. On the air, his opinion is as good as yours or mine, and no better.

Leave it to Macy's brilliant copywriter, Margaret Fishback, to title a verse about apartment-hunting: "Lines of Lease Resistance."

Saunders Norvell dictated this to a new stenographer: "I am afraid I am becoming a little autumnal." It came back: "I am afraid I am becoming a little abdominal." He says it's true either way!

Some of the most readable book advertising I have seen lately is the Grolier Society's copy for "The Book of Knowledge." It was prepared by Gray & Rogers, Philadelphia agency.

Bob Spaeth says there's a chain of dairy bars in London called "The Laughing Cow." I get it: "Titters." T. HARRY THOMPSON

ing begins in the Home"



In the Rural South, It's Progressive Farmer

ve Farmer

BIRMINGHAM
MEMPHIS

RALEIGH
DALLAS

SEPTEMBER 1, 1940

[31]

Marketing Flashes

[How to Guarantee that the Product Is Economical—]
[Vegetables Are Identified from Farm to Kitchen]

Savings Bond

Demonstrating and in some cases guaranteeing that their burner is economical in operation is credited with a major part in an increase of 66% in sales of Timken Silent Automatic Division of Timken-Detroit Axle Co. over last year.

Two plans were developed under the leadership of T. A. Crawford, general sales manager. First, two identical boilers were set up side by side in the salesroom. One was equipped with the Timken Silent Automatic wall flame burner, the other with a Timken oil burner of a different but conventional type. The purpose was to demonstrate that the wall flame type is the most economical in operation by visualizing the amount of oil consumed by each burner. Simple gauges and thermometers enable the prospect to watch results himself and a 15-minute demonstration is said to be convincing in most cases. This plan was introduced during 1939 and has been adopted by leading dealers throughout the country.

Encouraged by this success, the management then adopted a daring plan. They had been telling dealers that many owners are operating old or inefficient oil burners that use so much fuel, the owners could afford to discard them and install Timken Silent Automatics; that the savings on fuel alone would soon pay for the more efficient burner. Last Winter they promoted a trade-in campaign in which they *guaranteed* a saving of a certain per cent; enough to pay for the Timken Silent Automatic burner in a comparatively short time. While this campaign was limited to two months at the time, it proved so effective that many dealers have adopted it as a permanent feature.

Under this plan, the salesman goes to a prospect who has an old, inefficient burner and proposes to make a test of the existing installation and to back up his economy claim with a written "Savings Bond" in which a specified saving in fuel consumption is guaranteed for a limited period.

He makes a scientific test with special instruments provided for the purpose and determines exactly how much he can safely guarantee. This is usually 25% or even more. If the Timken installation doesn't effect such

a saving, the dealer will remove it, re-install the former burner, and make no charge for any service or for the use of the burner.

The prospect usually sees that he can't lose on such a proposition and is glad to accept it. This has resulted in replacing many old, inefficient burners. Dealers and salesmen now are positively convinced that their claims are true, while prospects are inclined to feel that a product backed by such an offer must be all right.

Guarantees issued during the campaign expired at the end of the 1939-40 heating season, and it is said that not one burner had to be removed. Many dealers have since continued to offer such a guarantee on their own responsibility.

Twist-Ems

Branding carrots, lettuce, cabbage and other farm produce has been a difficult task to date, but Germain Seed and Plant Co., Los Angeles, has done it with Twist-Ems. They are of printed paper tape reinforced with maleable wire, and wrap around bunches or individual vegetables.

Developed by Germain (one of the West's oldest seed firms) as a tie for training plants in gardens and nurseries, they come in quarter- and half-inch widths. Last year Ross H. Gast, a Los Angeles specialist in farm products merchandising, hit upon the scheme of printing an advertiser's name and trade-mark on Twist-Ems.

Prior to that time nearly all fresh produce was tied with raffia, on which some large growers used tags. The war has cut off raffia supplies from Madagascar. T-E's have more advertising value than tags because the brand name is visible from five angles as it is wrapped around, for example, a bunch of broccoli.

This Spring 4,000 carloads of California carrots were tied into bunches and identified with Twist-Ems. D'Arigo Bros., San Jose growers, used them on their "Andy Boy" broccoli. American Fruit Growers, Inc. and other growers, as well as big commission merchants, use T-E's. Germain at present is selling direct, will probably acquire jobber connections as demand, from vegetable and industrial users, increases.

Color on Slides

AudiVision, Inc., New York movie and slide film producer, has developed a new process for putting "true" color on slide films which, it claims, makes the film highly sensitive to slight gradations in color and produces the most natural color yet available on slide films. Proof of the sensitivity: In a shot produced with the A/V Color Process showing swatches from a paint catalog, each color and gradation in a complete color range is clearly defined in its natural tone.

Cost compares favorably with the production cost for b. & w. slides. Thus AudiVision sees limitless possibilities in adapting the process to commercial slide films, has applied for a patent and is licensing the process to other film producers.

Briefly, the process consists of "shooting" the subject on regular 16 mm. Kodachrome movie film, mounting that on 35 mm. slide film and projecting the whole through a specially adapted lens in a still projector. AudiVision has adapted the lens to fit any standard slide film projector.

Tourist Thirst

You can start things any time in California by complaining, as a visitor, that it is impossible to get good oranges and that orange juice costs too much.

Upon investigation the California Fruit Growers Exchange found there was real cause for complaining and set up a new Sunkist department to handle only the tourist trade. Twelve Sunkist cooperative marketing associations have formed Citrus Sales, Inc., which is also a co-op.

The upshot of it all is that Sunkist has made arrangements with Union Oil Co.—and is approaching other oil companies—to locate stands at its service stations in California and sell direct to motorists citrus fruits and fruit juices. At these stands, which are built in harmony with the service station, good quality oranges, grapefruit and lemons will be retailed at reasonable prices. Complaints about poor quality fruit arise mainly from the volume of slightly blemished fruit sold in California—good fruit, but not up to shipping standards.

For the tourist trade Sunkist Sales has developed a new orange drink to sell at the stands. Orange ice is prepared with special equipment at a central plant and sent to the service station stands frozen. When tourists come up for a drink of orange juice, orange ice is mixed with fresh orange juice.

Serve with ...
WIEDEMANN'S
... FINE BEER

Development and production of this display was all handled inside the "U-S" organization, utilizing several features of the versatile "U-S" service:

- (1) Creative art work in designing the entire display with its several pieces.
- (2) Ingenuity in devising a practical yet unique construction.
- (3) Marketing knowledge of conditions and laws applying to client's outlets, product, territory.
- (4) Direct-color photography — posing the food products and making the camera shots.
- (5) Plate making and lithographic craftsmanship for production of the complete display.

This insert, lithographed from the same plates used to make the actual display, represents a well-rounded service available to you, too, in helping to sell your products.



Large illustration is one of four interchangeable top pieces that fit on the base which holds the product, as shown in small photograph. This display enjoys long life and insures dealer interest because it helps to sell other products in his stock.

The **UNITED**
U.S. STATES PRINTING & LITHOGRAPH COMPANY
 AND DIVISIONS

HOME OFFICE: 328 BEECH ST., CINCINNATI, OHIO.

AMERICAN LITHOGRAPHIC DIVISION
 ATLANTIC LITHOGRAPHIC & PRINTING DIVISION
 DONALDSON LITHOGRAPHING DIVISION
 ERIE LITHOGRAPHING & PRINTING DIVISION
 PALMER ADVERTISING SERVICE DIVISION
 W. F. POWERS DIVISION
 THEO. A. SCHMIDT LITHOGRAPHING DIVISION

They looked a fallacy in the face

And saw how to give your advertising message 100% Market Coverage

Controlled Circulation Publications don't fool around. They get in there and pitch! They pitch your advertising message right into the hands of the key men who have the final say on company purchases.

All this happens because controlled circulation publishers were not afraid to look a fallacy in the face. They saw what looked like an alibi behind the gag that a man reads only what he buys. It looked like an alibi to cover up the obvious fact that no salesman . . . not even a subscription salesman . . . can see and sell 50% of his logical prospects.

And then these business paper publishers saw there were a lot of sensible advertisers who would like to take this handicap off their advertising. They saw that these advertisers wanted *market coverage* . . . not alibis. And they gave them what they wanted . . . complete and bull's-eye circulation.

There is the simple explanation of the unusual success of *controlled* circulation publications. These publishers spend no money on high-cost and highly antiquated subscription selling methods. Instead, they put their money into vital editorial content, into scientific and adequate list building, into making sure that they reach the right men . . . the key men who constitute your true advertising audience.

Human nature does the rest. Human nature reads these interesting magazines . . . and responds to the appeals in the advertising pages. You are invited to test the appetites of these important men for vital news of your product. Call in a representative of the Controlled Circulation Publication that covers your market. He has *facts*. And a test campaign in his paper will bring you more *facts* . . . the kind that look good in your sales records.

THIS ADVERTISEMENT IS SPONSORED AND PAID FOR BY THESE LEADING C.C.A. PUBLICATIONS

Bakers Review
Bankers Monthly
Better Roads
Combustion
Compressed Air Magazine
Contractors & Engineers Monthly
Drug Topics
Dun's Review
Electric Light & Power
Electrical Dealer
Electrical Manufacturing
Equipment Preview
Excavating Engineer
Golfdom
Graphic Arts Monthly

Hitchcock's Machine Tool Blue Book
Hospital Topics and Buyer
Industrial Equipment News
Industrial Power
Jobber Topics
Liquor Store & Dispenser
Machine Design
Meat
Meat Merchandising
Mill & Factory



Modern Machine Shop
New Equipment Digest
Petroleum Marketer
Pit & Quarry Handbook
Premium Practice
Progressive Grocer
Purchasing
Roads and Streets
Rug Profits
Soda Fountain
Super Service Station
Tires
What's New In Home Economics
Wood Products

CONTROLLED CIRCULATION PUBLICATIONS

A Portfolio of Ideas on Point-of-Sale Promotion



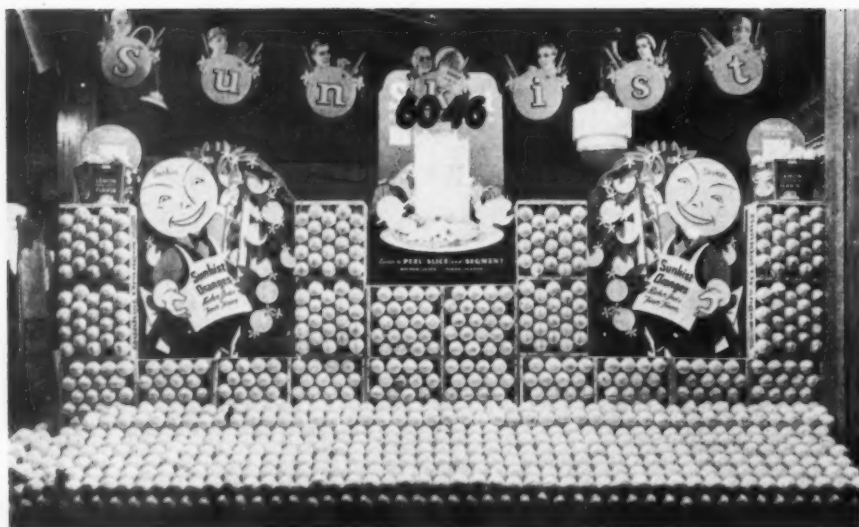
For results of the Ross-Federal survey "Bell-Ringer Displays of 1940 in Drug, Food and Hardware Stores," made especially for SALES MANAGEMENT for this issue which features point-of-sale materials, readers are referred to pages 18, 19 and 20. The displays shown here are among those which received unusually favorable mention in the survey. On the following pages are reports from many nationally-known companies on various phases of their experience in solving the important problem of winning adequate product promotion at the point of sale.



(Top, right) When 254 druggists were asked to name the products whose displays used during the past year were particularly good in making sales, 71, or 28%, said Alka-Seltzer. Here is an Alka-Seltzer Fall, 1939, display which was conspicuously successful in making store windows attractive and selling goods at a profit. The display was created and produced by The Forbes Lithograph Co., Boston. (Above, right) The Alka-Seltzer Co. gets out three major displays a year. This is their Fall display to be released next September 1, slightly in advance of the opening of schools.

(Top, left) Food merchants rated the display of Kellogg products as a whole as tops in making sales. Some of them were of the Kellogg line, others, like this three-dimensional cut-out of All-Bran, pushed a single item. Lithography on this display by Snyder and Black, New York.

(Lower left) 122 hardware and house furnishing store proprietors were asked to name displays which had been particularly good in making sales. 23% of them mentioned Eveready flashlights. Here is a typical display of the National Carbon Co. which ties in both with their publication advertising and with the displays inside the store. Lithography by Forbes Lithograph Co.



Nature provided oranges with appetite appeal. Sunkist supplements nature's job by providing dealers with display materials which set off the product and point out to the housewife very good reasons why she should buy California citrus fruits. The window display at the left and the interior display on the opposite page are typical of what Sunkist means by: To sell oranges, you must let people see them, masses of them.

Mountains of Oranges: Sunkist's Time-Tested Point-of-Sale Technique

As told to James H. Collins

BY RUSSELL ELLER

*Advertising Manager California Fruit Growers Exchange,
Los Angeles*

The fact that you see oranges and lemons everywhere but in your sleep is no accident. California Fruit Growers Exchange has more than fifty men in the field who do nothing but show dealers how to cash in on the company's million-dollar advertising program by giving citrus fruit big-time play in counter and window promotions.

RESearch in marketing is not quite as new a business development as some efficiency experts would lead us to believe. Before the last world war, two young fellows got their first jobs inspecting carloads of oranges.

They had inquiring minds. They asked questions and made notes, much in the manner of those who make surveys for busy business men today. They treated their answers statistically, studied them from different angles, looked into them for new possibilities.

From these pioneer studies they deduced two facts that are still the basis of Sunkist display methods, and of the merchandising service we give to more than 100,000 retailers—out of some 500,000 that sell citrus fruit.

First—To sell oranges, you must let people see them.

Second—They must be priced right, according to the ability of people to buy, from different pocketbooks.

Today, the two youngsters who laid the groundwork for our dealer service are still very much interested in selling oranges.

Paul S. Armstrong is general manager for the California Fruit Growers Exchange, with headquarters in Los Angeles.

Don Francisco heads the New York office of Lord & Thomas, the agency handling Sunkist advertising.

When Armstrong and Francisco made their first market studies, they found that retailers usually bought oranges in only one or two sizes, and kept them just anywhere in the store—often out of sight.

To price oranges correctly, a dealer must consider the consumers according to income groups, and buy enough

different sizes to make attractive offers to each group. If his trade includes people who will buy at 25 cents a dozen, and also 60 cents, he must stock oranges for both, and probably for several categories in between.

To show oranges right, it is best to pile them in the biggest mountain that can be constructed with all the oranges on hand.

Lately, the largest turnover in oranges—nine carloads—sold in ten days by a chain of four stores, was started off with 800 boxes of 126 to the box, piled up and priced at 29 cents a dozen. That was an initial pile of 100,800 oranges, or four mountains of 25,200 oranges apiece, and it created such a consumer demand for oranges that more were ordered, until the ten cars had been sold.

In 25 years of dealer service work, we have seen many ingenious displays, fancy patterns and clever constructions. But the mass display has always won out in its appeal to consumers. Therefore our display material is designed to help the dealer get maximum effects with the oranges he has stocked in a mass display.

Because the usual display location is the store window, we start with that as a stage. We furnish materials with which the scene can be set, such as valances, adaptable to any size or shape of window, and all sorts of accessory material to add to the drama, much of it of a seasonal character.

Last Christmas, for example, the window stages were set with a "fire-

place," and a figure of Santa Claus. Each "fireplace" was made with boxes of Sunkist fruit. In two weeks, from November 15 to December 1, while dealers were getting ready for holiday trade, more than 20,000 of these fireplace settings were requisitioned.

We give a great deal of attention to selling lemons as well as oranges. Iced lemonade is featured in the Summer; in the Winter, hot lemonade for colds. Because the lemon is a versatile fruit, we have capitalized on its many uses, rather than concentrating on one sales appeal. Some measure of the success of this policy, and the trade work along these lines, may be gained from the fact that Italian lemons today have almost disappeared from markets in this country.

Last year the Exchange sold more lemons than ever before, and this year sales have been beyond last year's record at this time.

Twenty years ago the United States produced only 4,000,000 boxes of lemons. Italy was the leading producing country at that time.

Today, our country leads the world in lemon production—and virtually all of the fruit is grown in California.

Such results as this are not accidental.

Strategy and Tactics

Somebody has defined "strategy" as what a general plans to do before he gets into battle, and "tactics" as what he does when he gets there.

Sunkist display is based on good strategy—constant national advertising for our fruit, intensified when there is a large crop to move, and persistent consumer education in the health properties of oranges, lemons and grapefruit. Display represents tactics, for it is when the consumer goes to a food store that the battle begins. Our tactics are to have Sunkist fruit prominently in sight so it cannot be overlooked, and to create the desire to buy.

Right now, we have a job in hand that illustrates both strategy and tactics—marketing the large 1940 crop of Valencias.

It is as big a job as we have had at any time. We expect an orange harvest that will equal in quantity any past season's production of Valencias. It has to be sold chiefly in the United States and Canada because our foreign markets have been largely cut off by war.

We are fortunate in having a general manager who saw opportunity as well as a problem in this big selling job. Paul Armstrong believed that the situation called first for more ad-



vertising, a conviction that was confirmed by our board of directors with an appropriation of \$1,000,000 to be invested in Valencia advertising.

Slightly in our favor was the fact that Florida had a freeze last Winter, and instead of about 11,000 cars of fruit to ship during May, June and July, it will have probably only 1,000 cars. However, our strategy was planned—to market our big crop regardless of what may have happened to other citrus-growing regions. Freezes come to California as well as Florida, and their effects last only one season so there is understanding of the other fellow's hard luck, rather than jubilation.

A greater advantage is, that owing to ideal growing conditions, the 1940 Valencias are of exceptionally fine quality. In some crops we have a disproportionate volume of particular sizes but this year even the distribution of sizes is perfectly balanced.

A lump sum of \$1,000,000 is a lot of money; but it is only about six and one-half cents per box of oranges, figuring 15,000,000 boxes in the 1940 Valencia crop.

Advertising Sells Fruit

We have learned, in our 33 years of advertising experience, that more advertising will sell more fruit—if it is directed to markets able to buy more, and backed up with dealer service work and display material to close the sale.

More than one-fourth of the 1940 expenditure will be made in newspapers, and the rest in magazines, posters, radio and service, with particular attention to smaller communities.

Through concentration on the large cities, Sunkist has since 1907 increased the per capita consumption of oranges from 35 a year to 102. Other varieties

of fruit not advertised have decreased in consumption. Actually, urban per capita consumption is higher than this figure, and smaller communities run below it. As two-thirds of the people of the United States and Canada live in small towns and on farms, we have a market waiting to be developed by more intensive advertising and the extension of dealer service made possible by this record crop. More oranges mean more money for marketing.

In the past, our strategy has taken these smaller communities into account. They are inhabited by people who are influenced by advertising and who respond to the extent that they are able to buy citrus fruit. But our tactics have not been applied in the same way as to the cities.

Small Town Concentration

This Summer, our dealer service organization numbered 51 men, or about doubled from the normal 26. The extra men were assigned primarily to cover small cities and towns.

A good many manufacturers are in the same position as we, in regard to display service in small towns. They can afford to plan the campaign right up to the dealer display materials, but cannot afford to send service men to install them. If their material does not fit into the dealer's ways of doing business, it may not be used—and the manufacturer may not know why.

We get a high percentage of use through our service men, and know the reason when material is not used.

Our display material is designed along very definite lines.

First, it ties in with general advertising by repeating the messages used in periodicals, on posters, and over the air.

Second, it is planned to arrest attention, create appetite, and suggest uses for citrus fruit.



Capitalizing on the engines-built-to-watchlike-precision claims of automobile manufacturers, Shell Oil Co. is oiling watches with Golden Shell motor oil—to prove “it is precisely refined, yet tough and rugged” — and distributing them to dealers. Shell invites the motoring public in to take a look at the watches with four-color lithographed signs made of weatherboarding and standing nine feet high. Chicago Show Printing Co. produced 20,000 of these point-of-sale pieces for Shell.

Nature provided one of our strongest appetite appeals in the deep color of California oranges. This is used to picture the fruit and its juice, as well as for decorative purposes. For years the artist Charles Everett Johnson has been painting the original pictures from which our advertising and display illustrations are designed and, as still life studies, his pictures are remarkable in their realism, variety and vivacity.

Sunkist display material is produced by several lithographers from the East to the West Coasts. The Santa Claus display mentioned above, current Sunkist point-of-sale promotion material for iced tea with lemons, and other displays are produced by Edwards & Deutsch, Chicago. Currently Einson-Freeman, Long Island City, is lithographing displays for Sunkist lemons; Snyder & Black, New York, for oranges. Cugler Lithograph Co., Milwaukee, also does some of the Sunkist lithography. Wooden signs for back bar display in soda fountains are produced by Gustin, Jackson, Pasadena.

All display material is supplied free to dealers, and when one of our service men calls, his purpose is to use the material to help the dealer sell more citrus fruit and make more money. The display material is designed to help, not to attempt this job unaided. The best way to show how it works will be to give some “cases” from our weekly dealer service reports.

1. A large grocery concern was selling small size oranges at 25 cents a dozen, in the belief that larger sizes could not be priced to attract trade. Study of wholesale prices showed that where the small size cost 19 cents a dozen, a size one-third larger cost 20

cents, and could be sold at the same price with reasonable profit. The large size gave 16 ounces more juice per dozen. Also, in selling the larger size, only 12½ dozen had to be handled, compared with 18⅓ dozen of the small size. Permission was secured to make a window display, using 90 boxes of the larger fruit, massed into a mountain, from which sales were made direct. In one week, 250 boxes were sold—more than half a car.

2. A chain of 19 stores had been selling oranges at prices somewhat above average, and making only average sales. A Sunkist service man attended a meeting of executives, and succeeded in getting permission to put in nine window and 18 floor displays, using fruit economically priced, and during a four-day sale increased the turnover 160 per cent.

3. A clever idea, selling oranges in more than dozen quantities by displaying them ready to carry in paper shopping bags, was originated by a service man. Tested in a chain of 18 rather small food stores, this idea sold 225 boxes of oranges in one week.

Lemons for Colds

4. Lemon sales were falling off in a certain city, and investigation showed that this fruit was excessively priced. Arrangements were made to display lemons with oranges, and offer baking soda in a “lemon-and-soda” sale, with our display material advertising lemons for treatment of colds. Lemon sales were doubled in a week.

5. A related merchandise display of oranges in a large city store featured orange layer cake, with the makings separately priced—oranges at 29 cents a dozen, shortening at 39 cents for a three-pound tin, and a 24-pound sack

of flour at 79 cents. The first day's sales ran to 16 boxes of oranges, and exhausted the store's stock of flour.

Our display materials consist of pennants, valances, window flyers, mounted backgrounds, signs—anything and everything needed by the experienced display artist to produce an effect wherever he happens to be working, whether a small store or a large one, a club, a hotel, a soda fountain or cocktail bar.

These are all covered by men working from our 57 district offices. The retail store is the most important point of sale. Soda fountains and bars are also large outlets because they use mechanical orange juice extractors, manufactured and sold by Sunkist, and can display signs tying in with our consumer advertising. Signs and decorative material stress our brand, or California citrus fruit.

Hotels and clubs use clip-on material to call attention to Sunkist fresh juice, and citrus fruit dishes such as salads. Chefs and fountain proprietors welcome new recipes, and in both these fields there are opportunities for our service men to suggest the most economical sizes in oranges for juice, according to the run of the crop.

Designs Practical Displays

Each new display unit is designed with our service men in mind, and often with their advice. They work with it later, and thoroughly test it. The dealer who works with the same material finds that it is adaptable to all conditions, and practical.

It often happens that our service men create a display for one or more stores in a chain. Then the employees of 50, 100 or more stores in the group will copy or adapt those displays to their own premises.

Quite frequently a dealer finds one of our service-built displays so effective in selling fruit that he makes it a regular fixture of the store. In one case, an island display built by a service man in a sizeable store was found in the same place two years later, with the original decorations. It had started work for the dealer as soon as it was built, and he saw no reason to change it—“It would be almost like firing one of my best clerks,” he said. The service man took special pleasure in bringing this display up to date.

In one year, ending last October, our service men made 110,817 calls. Since the service was started, in 1914, we have made more than 1,000,000 calls.

Besides display material, we have mats and electros for the dealer who wants to feature citrus fruit in his own advertising.

Also, we have four feature-length talking films dramatizing the growing and packing of Sunkist fruit. These films are being shown continually to gatherings of dealers and their employees, many of whom handle oranges and lemons day in and day out, but have never seen an orange or lemon grove. The motion pictures give them an interest in our products beyond what they have previously known, and familiarize them with the many steps necessary to get Sunkist fruit from tree to table.

They see how it is done, and also see their own opportunities for profit.

You don't have to tell retailers that

nationally advertised merchandise is pre-sold. They know it. The chief question in their minds is how to coordinate their own sales program with the consumer advertising for the product, and to get their share of the actual sales.

For 25 years we have been showing them how it can be done, in many ways, by all types of retailers. That experience has enabled us to get results.

Through consumer advertising we pre-sell—that's strategy.

Then we take off our coats and get into battle along with the dealer—that's tactics.

How La Choy Draws Contracts with Dealers to Insure Good Display

This company allows 5% of purchases, payable in cash, for advertising and merchandising cooperation on the part of retailers who handle the line.

"FIVE PER CENT of the net amount of purchases by each individual or firm during the current half of the year is available and payable during the ensuing half of the year for cooperative retail advertising and merchandising services on submission of evidence of performance according to the provisions of a special contract to be executed by the representatives of the purchaser and this firm."

This paragraph, quoted from a statement of "Fair Trade Practices and Policies" of La Choy Food Products, Inc., Detroit, is the gist of a plan which has solved the problem of getting counter, floor, and window displays of La Choy in retail stores.

The 5% referred to is not a discount nor a rebate. It is the manufacturer's contribution to a fund for advertising and merchandising its products by all who handle them. It is payable by check—not in merchandise. It is payable at the end of each six-months' period and is to be used in advertising and merchandising La Choy products during the following six-months' period in ways specified in a special contract entered into at the time the claim is made.

The money may be spent for newspaper or handbill advertising, counter displays, window posters, sales services, or notices to stores, but just how and when it shall be so used is agreed upon and stated in the contract. The contract is a formal one and spaces are provided for checking the kind of services to be rendered, and for enter-

ing dates when promotions on the various La Choy products are to begin. The time element is important because of the somewhat seasonal character of the products.

Mats, plates, copy, and display materials are furnished by the manufacturer on request.

La Choy's customers are jobbers and chain stores, but a large percentage of the jobbers engage in cooperative advertising and merchandising for a group of retailers. In any case, La Choy's cooperative fund must be spent to promote sales by retail stores.

The plan was inaugurated six years ago and has been in effect ever since.

"We consider this equally as effective as our own direct advertising,"

French Jenkins, advertising manager, said. "Among other things, it has solved for us the problem of how to get our products displayed in retail outlets. We have abundant evidence of this, but probably the most impressive evidence was supplied two or three years ago when Curtis Publishing Co. promoted a display contest among retail grocers. Curtis men were surprised when they found that La Choy products ranked with many far larger manufacturers' brands in number of displays submitted.

"We furnish window display material and we allow credit for such displays, but we are more interested in counter and floor displays. A unit window display is effective, but a miscellaneous one such as is usually seen in small grocery stores has little value. We prefer the point-of-purchase display right where the customer can pick up the merchandise while she thinks of it.

"Development of the super market during recent years has changed display methods, anyway. Many of these outlets don't even have display windows as such; nor do some of the more modern of the smaller grocery stores. The present vogue is to make the store front practically all glass so that passersby can see the merchandise display on the floor.

"As to employing display men, most of the big distributing organizations now have their own staff and prefer to do their own display work. Some may even object to having a manufacturers' crew trying to arrange things to suit themselves in retail outlets. Our plan gets results and avoids friction. It has been in effect for six years and it has proved quite satisfactory to everyone concerned. About 90% of our customers use it.

Prominent display and demonstration of La Choy products, such as this set-up in a Rochester, N. Y., grocery store, is the retailer's reaction to the company's cooperative merchandising service. La Choy furnishes display material, produced by Milprint Products Co., Milwaukee, to dealers on request, is more interested in counter and floor than in window displays.



Why Thousands of Dealers Tie Up with Del Monte 'Theme' Campaigns

California Packing Corp. wins an astounding amount of its cooperation from retailers every time it sponsors one of its big food sales. The reason: Calpak has a detailed retail promotion program which is tightly integrated with all other elements in the general sales plan.

"PPOINT-OF-PURCHASE advertising is the final link in the chain of influences which causes the consumer to select one product or brand instead of another at the time when the money passes over the counter." These are the words of California Packing Corp. and the fact which they state is indisputable wherever merchandising is understood. The company, therefore, does an intensive and studied job of coordinating a point-of-sale and dealer service system with its consumer advertising program.

Del Monte advertising, Calpak believes, has two functions and two logical divisions: Consumer advertising which prepares the market; and point-of-purchase advertising which enables the merchant to get his share of this prepared market.

To secure maximum integration of advertising and sales promotion activities, these are under one direction, with divisional functions. The advertising and sales promotion department is divided into three divisions; with two assistant advertising managers taking care of consumer advertising and marketing research, and a sales promotion manager in charge of merchandising and trade activities. The department works closely with the company's advertising agency, McCann-Erickson, Inc.

It should be borne in mind that everything connected with the selling, advertising and sales promotion of Del Monte products is part of a unified plan, coordinated to work as smoothly as the reciprocal parts of a machine. For instance both the advertising-sales promotion department and the retail sales department are directly responsible to the general sales director. So is the general sales department which branches out under five department sales managers, each responsible for the sale of a portion of the more than 100 Del Monte food products to the distributing trade. Next come the as-



Typical of Del Monte's national advertising for its Spring Favorites Show, which won extensive dealer use of point-of-sale material built around the event, was this color-page array of Del Monte foods.

sistant sales managers, each in charge of main office administration for a section of the country. Field representatives consist of division sales directors, sales managers, supervisors, brokers and salesmen, whose numbers are in accordance with the sales importance of the territories.

The retail sales manager in the home office directs the large staff of salesmen whose job it is to call on retail grocers. These men have the double responsibility of taking orders, which are turned over to wholesalers, and of educating the retail trade and helping to stimulate dealer turnover by merchandising the company's advertising.

The sales promotion manager functions as a coordinator between the sales and the advertising departments and as an interpreter of the needs of the trade for effective merchandising materials and ideas. Both merge into production responsibilities that fall into the two main classifications of di-

rect mail and dealer helps. These are regarded by the department as having four major objectives: To condition the retail market; to teach distributors, dealers and salesmen the simplest yet most effective methods of merchandising so that Del Monte products will move most swiftly and smoothly to their consumer destination; to keep distributive outlets sold on the company's products and policies; and, highly important, to provide concrete, practical materials and ideas for coordinating all of the forces of advertising and selling at the point of purchase.

The Calpak Formula

An analysis of the Calpak formula discloses three steps or principles which contribute to the effectiveness of their sales promotion methods:

1. The kinds of promotional material produced.
2. How they induce distributors and dealers to use it.
3. The philosophy and research behind their methods and materials.

Although trade materials may overlap or serve more than one duty, the department roughly classifies its production under three heads: (1) *Exploitation*—broadsides; bulletins; house organs; trade paper advertising to independent retail, chain store, super market, and wholesale grocery outlets. (2) *Dealer Aids*—Display stands; counter cards; posters; trade cuts; handbills; price tags; etc. (3) *Informative Trade Literature*—Sales manuals, commodity bulletins, label books, reference lists, merchandising and advertising information, etc.

Most of the exploitation material, irrespective of trade paper advertising and some of the informative literature, reaches the trade by direct mail, going to the company's list of dealers and distributors which is well over the hundred thousand mark. Some of the informative literature is personally delivered, with explanations where necessary, by Del Monte sales representatives. All display materials, trade cuts and other sales helps, are sent only when specifically requested.

Broadsides, usually printed in full color, are used continuously and effectively to inform the trade of current Del Monte advertising campaigns and the available tie-in material. They sometimes include reproductions of

THIS SPACE RESERVED

for the painstakingly retouched photograph of the new press which it is customary to show when a lithographer buys a new press. As such an illustration is usually incomprehensible even to advertising men, and of no interest whatsoever except to the manufacturer and proud press purchaser, it has been advisably omitted from this advertisement.

• TRADE ANNOUNCEMENT

Einson-Freeman Co., Inc., is having installed a new Harris LSH Four-Color Offset Press, which reproduces 150 screen lithography in four colors with a single printing operation. The speed is 4,500 four-color impressions per hour. The press takes a very large sheet, up to 50 by 69.5 inches. The LSH Four-Color Precision Press represents the very latest development in lithograph presses.

So what? . . . It's a real money saver, cutting the cost of the highest quality display lithography . . . The monster size sheet makes possible the printing of your regular display material plus the addition of extra side cards, counter cards or baskets on the same sheet . . . Our 150 line screen deep-etch process lithography will produce brochures, folders and catalogues on a par with the best standards of other forms of reproduction, and superior to many—and at a cost often well below that of fine letterpress work . . . This new press and its products will be available for inspection very shortly.

• EINSON-FREEMAN CO., INC. Very Good Lithographers

Starr & Borden Avenues, Long Island City, New York

Westinghouse Stations

WOWO

and

WGL

Fort Wayne, Ind.

ANNOUNCE THE APPOINTMENT OF
THE NATIONAL BROADCASTING COMPANY
AS NATIONAL SPOT REPRESENTATIVE

Effective September 1, 1940

THESE STATIONS REPRESENTED NATIONALLY

Two more vital stations are added to the list represented by the National Broadcasting Company beginning September 1st . . . WOWO and WGL, both at Ft. Wayne, Ind.

WOWO, operating on 10,000 watts at 1160 kilocycles, and WGL, 250 watts at 1370 kilocycles, provide advertisers anxious to tap the rich Ft. Wayne market with a splendid ready-made audience.

Spot advertisers make more sales when they

PICK THESE VITAL SPOTS

WEAF	50,000 Watts— 660 Kc.	New York
WJZ	50,000 Watts— 760 Kc.	New York
WMAQ	50,000 Watts— 670 Kc.	Chicago
WENR	50,000 Watts— 870 Kc.	Chicago
KGO	7,500 Watts— 790 Kc.	San Francisco
KPO	50,000 Watts— 680 Kc.	San Francisco
*WRC	5,000-1,000 Watts— 950 Kc.	Washington
*WMAL	500-250 Watts— 630 Kc.	Washington
WGY	50,000 Watts— 790 Kc.	Schenectady
KOA	50,000 Watts— 830 Kc.	Denver
WTAM	50,000 Watts—1070 Kc.	Cleveland

Westinghouse Stations

WBZ	50,000 Watts— 990 Kc.	{ Boston
WBZA	1,000 Watts— 990 Kc.	{ Springfield
KYW	10,000 Watts—1020 Kc.	Philadelphia
KDKA	50,000 Watts— 980 Kc.	Pittsburgh
WOWO	10,000 Watts—1160 Kc.	Ft. Wayne
WGL	250 Watts—1370 Kc.	Ft. Wayne

*WRC and WMAL will soon be operating with 5,000 watts day and night

BY



SPOT SALES OFFICES

NEW YORK
CHICAGO
SAN FRANCISCO
WASHINGTON

BOSTON
CLEVELAND
HOLLYWOOD
DENVER

current magazine advertisements, full size or blown up for poster application. All of them describe the current advertising being done by Del Monte, suggest how dealers may tie-in, and offer dealer aids, mats, cuts.

Bulletins, usually multigraphed—sometimes on company letterhead, sometimes on special stationery—are issued frequently. These keep the distributive market as well as the field managers and retail salesmen informed of projected Del Monte events and developments, flash news on a particularly effective dealer tie-in, a success story, or something similar.

Previews the Grocery Trade

A magazine called "Del Monte Advance News" is subtitled "An advertising and merchandising preview for the Grocery Trade" and is published monthly. Newsily written, it gives publicity to successful Del Monte dealers and to clever and successful advertising or campaign tie-ins, reproduces dealer displays, announces Del Monte events with information on their progress, tells dealers what to feature in a given month, includes educational articles on display and merchandising, and describes and offers available dealer aids supplied free by the company.

Trade paper advertising repeats all of the above messages, reinforces educational aims, builds good will, develops new outlets.

Display materials, cuts, mats, etc., are of two kinds: General standard pieces, always available; and theme or special events sets. These include window posters, counter stands, display cards which attract favorable attention, arouse interest, and create the desire to possess; price tags, display stands, overhead banners, counter cards and other types of materials that provide plenty of space for prices and figuratively shout out "Come and Buy Me." Independent Press Room, Inc., San Francisco, Schmidt Lithographing Co., and others produce the Del Monte display material.

Educational material is most varied. Included are such titles as: "The Mechanics of Retail Grocery Advertising"—a concise review of problems faced by the retail grocer with special reference to tie-up advertising on Del Monte products, suggestions for layout, copy, display lines; "Del Monte Dealer Merchandising Manual"; "Some Facts About Del Monte" (and its advertising); "Reference List of Del Monte Products"; "Calpak Annual," and many others. This material divides itself mainly into data on the company, on its products, on its advertising and dealer aids and how the

dealer may secure most advantage from them.

Calpak's many years of advertising and sales experience have taught its officials that there are two basic ways to induce dealers to use their material. First and foremost, they must produce material that dealers can actually use to their own advantage; second, dealers must be shown the most effective uses of the material and made aware of its cash value to them.

"We have found that during this past year or two grocers are becoming much more receptive to making tie-ups to various campaigns," and the sales promotion manager gives a good share of credit to the "splendid educational trade work of the magazine, newspaper, outdoor, radio and other media trade contact and merchandising operations."

Get the dealer angle into display materials and retailers will ask for it, is the Calpak motto. From first rough to finished form, Del Monte trade helps are planned to be adaptable to dealer needs, and profit-producing at the consumer point-of-purchase. The sales promotion department's aim is speeding up the movement of goods from the grocers' shelves into the consumers' pantries, by providing store materials that both please the retailer and react favorably on the consumer.

Field Men on the Job

In order to be intimately enough acquainted with what the dealer likes and wants, actual field research must be done constantly. Calpak's advertising director and sales promotion manager both maintain the closest possible personal touch with the company's entire marketing territory. They make several annual trips to different points in the country interviewing their dealers, dropping in at stores, chatting with salesmen, both retail and wholesale.

The first-hand information thus gained is supplemented the year round with reports that constantly pour in from field men. No information, no sidelight on dealer views, no trade possibility, distributor need or comment is overlooked, and the picture thus secured enables the advertising and sales promotion department to turn out live, wanted material. It may be remarked that most Del Monte dealer aids harmonize with consumer advertising in order that a repeat impression will be produced on the consumer exposed to the displays.

The Spring Favorites Show was a recent Del Monte seasonal sales event which won extensive dealer tie-in. It ran from the end of the Lenten period

through April, and was similar to previous Del Monte sales events such as the Fall Round-Up, Mother Hubbard Sale, etc.

A teaser announcement to the trade in a multilith bulletin was followed by lead articles in the "Del Monte Advance News" for February and March. A hundred and twenty-five thousand wholesale and retail distributors were mailed a four-color broadside. On the address face of this large broadside, folded for mailing and secured with a gummed tag, was the caption "Coming! Coming! Coming! Right when your business needs it most." The front page announced and described the "Mammoth jamboree of Color and Hard-Hitting Selling — Del Monte Spring Favorites Show," together with information on the supporting consumer advertising to be done on the event, plus the dealer aids available to retailers on request. Twenty-piece sets (four of a kind) of posters, window stickers, pennants, and tags, "with a generous amount of price space," were offered free to dealers.

Promotes National Aids

Inside spread of the broadside was devoted to a blown-up-to-poster size reproduction of the multi-colored page advertisement to appear in *This Week* and *The American Weekly*, and opposite it, a map of the United States with the section for each one of the 48 states filled in by a picture of a dealer display.

Del Monte salesmen talked up the event with every sector of the trade, left literature, sent requisitions for display sets, trade cuts and handbill forms to headquarters, and helped buyers plan tie-ins.

Thousands of grocers participated. They distributed several million Del Monte handbills, put up nearly a million Spring Favorites Show posters and banners in their stores, and when it was all over reported phenomenal increases in sales.

Summing up the sales promotion department's contribution to the program, one finds a well organized plan for keeping the trade fully informed of Del Monte advertising campaigns and tie-in opportunities; a sincere desire to interpret the dealer's needs into usable selling materials which will remind housewives of the use appeals made in Del Monte consumer advertising; the production and distribution of those materials through an efficient method of control; and a willingness to work cooperatively and energetically with the trade in merchandising the wide line of Del Monte products.



A home cleaning "department" displaying the products of many manufacturers is the point-of-sale promotion material furnished dealers by Sani-Flush. Dealer response to this unselfish promotion was "immediate and enthusiastic."

Sales Jump When Sani-Flush Shows Dealers How to Display and Push Related Products

After adoption of the policy of showing retailers how to merchandise whole groups of items for home cleaning, Hygienic Products Co. in four weeks time won up-front display space for their product in 8,908 stores.

MANY products are "naturals" for displays and are given preference by dealers in their windows and on counters. But there are many other items, steady and repeat sellers, backed by national advertising and intelligent merchandising which sometimes fail to emerge from under the counter or the back shelf.

That these products can profitably be brought "up in front" has been proved by Hygienic Products Co., producers of Sani-Flush. Since 1911 this firm has been manufacturing and marketing its formula for cleaning toilet bowls without scrubbing or scouring. Twenty-eight years of consistent national advertising have acquainted housewives with its labor-saving and cleaning qualities. Through all these years, consistent price policy has enabled dealers to make a fair profit. Despite all this, the product was sel-

dom displayed.

For several years, the problem of getting Sani-Flush displayed by the trade has engaged the interest of the company and its advertising agency, N. W. Ayer & Son. Early experiments showed that little could be accomplished through efforts to get dealers to display Sani-Flush alone. But, when coupled with related items, properly planned displays increase sales as high as 500%. A display plan was worked out with the idea of surrounding Sani-Flush with related items built around the housecleaning theme. The company found dealers eager to cooperate in this.

Model and test displays were erected and close check kept on the sales. Displays were photographed and statements secured from the dealers telling the amount of merchandise sold. These were put into portfolios for use by every salesman. Model displays were

installed and analyzed at headquarters (Canton, Ohio) and in the branch offices (New York, Chicago, Los Angeles, Dallas and Jacksonville). Soon every salesman had a good working knowledge of this type of selling display and was equipped to handle installations in his own territory.

Each display was built around a card reproducing magazine advertising under the heading "as advertised in all leading magazines." With Sani-Flush in the spotlight position, they included soaps, scouring powders, window and drain pipe cleaners, mops, toilet paper, etc.

Dealer response to this merchandising work was immediate and enthusiastic. Salesmen were soon erecting thousands of displays throughout the country. To encourage and to keep them interested, contests have been arranged by the company for the past four years. These run from four to six weeks, usually in Spring or Fall. Cash prizes to the salesmen are awarded every week for each division, with a grand prize at the end of the contest.

Displays to Suit the Store

This past Spring 8,908 selling displays were erected in four weeks' time by the company's 55 salesmen.

The men are given a free hand in suggesting to the dealer what other items should be used in the displays. They work out the matter of related products to fit individual stores. The company's other two products—Melo and Hy-Pro—are sometimes used with Sani-Flush, sometimes not. The salesman supplies the display material, counter cards, signs, etc., and frequently installs the display itself.

Grocers are glad to cooperate because they find that the displays increase sales not only of Sani-Flush, but of all other products featured. Salesmen are convinced that they can perform a definite service for the retailer and are constantly taking advantage of every opportunity to install "selling displays." And, important to the company, there is the added advantage of reciprocity from other manufacturers whose products are included in the Sani-Flush promotion.

Thus, in addition to providing extra push at the point of sale, the successful solving of a display problem has built good will for the product among grocers and other manufacturers and stimulated extra enthusiasm among the company's own sales force.

Hinde & Dauch Paper Co., Sandusky, Ohio; Forbes Lithograph Corp., Boston and Central Lithograph Co., Cleveland, did the production jobs on Sani-Flush displays.



Weco Products Knows Its Windows Pull—Tests Prove It

This company wanted definite proof of the effectiveness of window displays in promoting the sale of its products. What it found out, and the policies which make it one of the most successful companies in the country in obtaining window installations, are told in this article.

THE management of the Weco Products Co., Chicago, has been convinced from its toddling days that whenever an advertising appropriation is set up a definite proportion of it should be allocated to window displays. To do the job right, to convince the dealer that he should do his part of the job right, the management felt that it should know the *results* that might be attained through window displays. If the management didn't know, what was the jobber salesman, the man on the firing-line, to tell the dealer?

To find out just what windows did in moving Weco products—Dr. West tooth brushes, Gainsborough hair nets and powder puffs, Kec handkerchiefs and Dr. West dentifrices—a test campaign was set up. The test city was selected out of the 50,000 population group. Care was taken to see that it was an "average" city. The test was to be of eight weeks duration and seven stores were chosen for the job. The druggists agreed to cooperate. Tooth brushes were selected for the test. The druggists promised that

neither they nor their clerks would put any special selling pressure on tooth brushes during that time. The idea was to let the windows do the work and come up with the answer.

The object was to find out without bias or prejudice just exactly what a window display would do—left to itself—to make sales.

For four weeks prior to the window display installation a pre-check of sales was made each week on each store to establish normal sales per week. This check indicated that the sales in the seven stores averaged 15 brushes a week.

Beginning with the fifth week, the window installations were made. All were put in on the same day and kept standing for two weeks. The window carried what is called a "flasher" type display using light, color and motion. It was attractive and eye-compelling. What happened?

During the two weeks showing of these displays, sales for the seven stores jumped on an average of 176%. In other words, they rose from 15 brushes to 43½ brushes per week.

At the end of the test the displays were abruptly removed. The dealers continued their promise not to put any pressure on tooth brush sales. They let sales take their course. Reason: The Weco management wanted to know if the windows, after being taken out, would have any continued effect on sales. They did.

Checks made for the seventh and eighth weeks showed that sales were just a fraction under 30 brushes a week for the seven stores, or about 90% above what had been settled upon as normal.

"Needless to say, we were more than satisfied with the showing," said the executive interviewed. "We felt that this was conclusive proof of the value of window displays. It was sufficient evidence to remove from our minds any doubt as to the necessity of a window display advertising appropriation.

"I'd like again to repeat that the accomplishment was made on the merit of window display only; that there was no 'push' or clerk effort behind the sales. The only link in the chain of advertising in addition to the installation of the window was a counter display cabinet that contained merchandise.

"The results proved that displays are a major selling medium and should, therefore, be considered as a prime essential in all merchandising plans."

All Windows Look Alike

Weco Products Co., though one of the most successful companies in the country in obtaining window installations, has one fixed policy that sets it apart from many manufacturers. It never "rents" or "buys" windows. In this it is directly opposed to the practice of many cigarette manufacturers and others. Neither does it make special effort to get its displays into "high spot" windows. All windows look alike to it.

Its method is to supply window set-ups with special deals and to leave the windows to the druggists. It makes deals on all its items. Its unit sales to the consumer are not large; five and ten cents for powder puffs at one end and 25 and 50 cents for tooth brushes at the other. But the margin or profit to the dealer is "interesting"—up to 40%.

The deal system got to going strong about 20 years ago in the drug field. Today the druggist is so deal-conscious that almost everything going into his stock is sold in deals. That is, everything classified as drug sundries. The modern druggist thinks in deals and buys in deals. He feels that in a deal he is getting that little

something extra that means an added profit.

When he gets a fine window display as a part of the deal he is likely to feel that he has made an investment in it and will want to get his money out of it. Weco comes along with deals three or four times each year. The little store down in Dahlgren, Ill., 600 inhabitants, of course, is not expected to get the same deal as the store in the Chicago loop. The little store may buy a half-gross in its deal and the big store five gross. By the same token the window display and the point-of-sale material are not the same in each store.

Weco, selling as it does through drug jobbers throughout the nation, will not lease windows because it holds that its duty is to treat all dealers alike. It tries to convince the druggist that his windows have a value *to him* in increasing *his business*. It does not contend that the dealer has no right to rent his window if he can and it thinks there may be some justice in it when a manufacturer has a short-margin item which he desires to push. That is probably the only way some low-profit merchandise ever could get into the windows.

The management of the Weco company works on the simple theory that it wants its products in every window everywhere—whether in Gopher Prairie or on Fifth Avenue, New York. It contends that every dealer will sell more of its products if they are shown. To get the display that will fit his special type of store all he has to do is to buy a deal.

Displays Come With Deals

Some of the deals the company offers call for counter displays along with the goods; others call for window displays; occasionally, if the deal is sufficiently large, it brings both. Deals invariably differ in price and quantity. No two are ever alike.

There's something else that might be emphasized about the window display. All sales made by a window display do not occur in the store behind the window. There's a decided measure of "build up" in having displays in many windows. In other words, if a woman sees Dr. West tooth brushes in a series of windows, day by day, she may become so Dr. West tooth brush-conscious that some day, without realizing why, she'll walk into a store and ask for one of them.

Perhaps, when she gets around to do it, the store may not have a Dr. West tooth brush in its windows at all. The sales job has been accomplished by the accumulation of a series of eye-pictures which have registered

themselves on her brain.

By this reasoning we see that window displays and counter displays function to create two types of sales: The immediate sale which may be only an impulse sale, and the long-time sale which comes from fixed consciousness of the product.

Every merchant, probably, has his mind more closely attuned to the immediate sale. If he has a neat window display and people come in from the street to buy the product he is quicker to credit the display with creating the sale. After the window has been taken out and has been disposed of to the junkman, if the sales continue to come in, he is likely to take it as a mere matter of course.

Weco Products Co. take a lifetime view of the subject. It feels that if

a window lures a new customer into a store to buy a Dr. West tooth brush because of that window, and if the tooth brush proves very satisfactory to him, he may go on buying Dr. West toothbrushes as long as he lives.

When you accept this philosophy you can the better understand why Weco endeavors to obtain its place in the little store as conscientiously as it does in the big. After all, there are many, many little drug stores just as there are many, many common people.

If Weco has its way there will be no man or woman who lives so far out in the "sticks" that he will never see a "Dr. West Window." Perhaps the multitude of windows it makes has something to do with the statistics it uses to show that it is No. 1 in its field.



"Relato" Can-Topper Store Units Treble Promotions for Spam

Chains, cooperatives, and independent dealers alike welcomed the four-color displays which featured Hormel's canned meat product, but provided for the display of a group of other items the dealer could select himself.

FLEXIBLE point-of-sale displays that enable grocers to feature seven related items are tripling store promotions of Spam, canned meat product of Geo. A. Hormel & Co., Austin, Minn., according to W. D. Todd, sales manager of the Flavor-Sealed division.

Called "Relato," the four-color displays consist of a central panel depicting Spam and eggs, Spam and

pancakes, or some other dish. This is mounted atop a can of Spam. There is space on it for the price to be added in pencil or crayon. Attached to the cardboard Spam display are six extra price cards which are perforated so that they are easily torn off. A dealer fills in the prices of six items—coffee, syrup, eggs, etc.—attaches them to the products and there is a complete menu for a whole meal.

No brand names, except Spam, appear on any of the cards—merely item suggestions. Thus a chain or co-operative organization may hook its private label products to the nationally advertised Hormel meat. Or a dealer may place other nationally known foods in the related display.

It is this flexibility which has brought the "Relato" wide popularity. For example, some of the perforated price cards bear no printing whatever. Dealers have full latitude in spotlighting a wide variety of related foods, any items which they wish to push.

Hormel's can topper is, according to its agency, Batten, Barton, Durstine & Osborn, Minneapolis, carefully designed so that it does not dominate the display and make it *all* Spam. "Yet it is effective enough in four colors to stand out in the merchandising unit. It is very simple to attach to a can of Spam and does not require any scaffolding or hooks. The other price cards are readily attached with pins or rubber bands."

Triples Store Displays

First "Relato" display featured Spam and pancakes. Hormel had pre-

viously supplied dealers with four-color can toppers. "We hoped that by adding the related item idea and the price cards that more interest would be stimulated than with standard easels. Within two weeks we had to triple the customary quantity of store displays," reports BBDO.

"After the second printing re-run (by Calwell Press, Minneapolis) men in the field were advised that the supply were advised that the supply was exhausted. But they wouldn't take 'no.' The entire Hormel 'Flavor-Sealed' organization carried the easels and a supply of pins, installing them in their regular calls.

"Further, managers of chains and cooperatives greeted 'Relato' displays with open arms. In numerous instances they asked for specified quantities which they sent to their stores with an accompanying bulletin suggesting whole meal displays. Trade response scored a new high in our Spam merchandising experience."

Hormel is backing the store display program with a coast-to-coast NBC hook-up for Burns and Allen over 60 stations. In addition, easels, window streamers, pennants, Relato can toppers, newspaper mats, etc., will feature the comedians. Gracie and George will also be central characters along with Spam, in "the strongest Hormel campaign ever launched" in color ads in *Saturday Evening Post*, *Ladies' Home Journal*, *Life*, *Time*, *Sports Afield*, *Field and Stream*, *Outdoor Life*, *The American Weekly* and *This Week*.

(FACTS ABOUT BALTIMORE)



In the 1940 Census--
BALTIMORE
ranks as the nation's
SEVENTH CITY
Population 854,144

In the last ten years, Baltimore's population increased more than 50,000; that *increase alone* is as great as the *entire population* of cities like York, Pa. or Elmira, N.Y.

Make your advertising investment in a *growing* market—and use the **FIRST CHOICE** radio station!

WFBR

BALTIMORE

National Representatives

EDWARD PETRY & COMPANY

★ ON THE NBC RED NETWORK ★

King You!



WHEN you stop at the Book-Cadillac, whether you're our guest for a day, a week, or just for a drink, you will find that nothing is left undone to further your comfort and enjoyment. Here you are King... with our entire staff constantly on the alert to satisfy your wishes. Visit our beautiful Cocktail Lounge, Book Casino and Motor Bar.

BOOK-CADILLAC HOTEL

1200 Rooms—Minimum Rate \$3.00

WASHINGTON BOULEVARD AT MICHIGAN AVENUE, DETROIT

W. O. SEELBACH
Managing Director



W. J. CHITTENDEN, Jr.
Resident Manager



Nice Pussy deserves a nice pussy collar, so Coast Fishing Co., Wilmington, Cal., packers of Puss 'n Boots cat food, offered him one. A counter display was the medium through which the company spread the word around that a cat collar could be had for ten can labels. The fact that the display piece, produced by Green's Show Print, Los Angeles, took up small space (8" x 10") prompted dealers to give it counter and cash desk showing.

SALES MANAGEMENT

Reliable Rules for Winning Display Space in Fashion Outlets

Top quality materials are the key, says American Lady Corset Co. Copy must be brief, and the manufacturer must remember that department stores usually wish to show groups of related products.

“WE furnish display material that looks as though the retail display manager himself might have designed it.” That, in a sentence, explains why American Lady Corset Co., Detroit, has been so successful during recent years in getting its product displayed in women’s fashion shops and department stores, according to Martin J. Newman, advertising manager.

“We used to provide the kind of material we thought would have the greatest advertising value to us commensurate with our budget,” Mr. Newman said. “But fashion shops and department stores all have display managers, and display managers have ideas of their own. As a result, the display managers didn’t always favor the kind of material we furnished, and we didn’t get as many displays as we had hoped for. We adopted our present policy about four years ago. Since that time the number of stores using our displays has increased 60 or 70% and the ones that had been using them are using far more than ever before.”

That sounds simple enough. But what kind of display material do display managers of such stores want?

“The material must above all be high-grade,” Mr. Newman said. “Fashion shops and department stores will not use cheap, conventional-type displays. On the other hand, there is usually a limit to the amount of money the manufacturer can afford to invest in such material. Such being the case, we find it better to sacrifice quantity rather than quality. It is better to provide only a few displays of good quality than to provide many of inferior quality. Bear in mind that results depend upon the use of the displays in store windows and departments, and not upon the amount of material furnished.”

“Displays must be artistic; well designed and well executed.

“Copy must be limited to the minimum.

“If the display is at all complicated, simple instructions for setting it up should be attached to each piece.

“One should not try to monopolize the window. Department stores and

fashion shops usually feature light, balanced, unit displays, but in many cases they like to arrange groupings of related items. We, therefore, provide the central display unit and leave room for the display manager to install re-

lated merchandise at the sides himself.

“The window display logically should tie up with the advertising and promotional activities. For this reason, we use the same illustration in all media at the same time and feature the same merchandise. We advertise in leading fashion magazines about eight months a year and we provide a window display and a complete set of promotional material for each month in which our advertisements appear.

“For the larger stores which want something more elaborate, we have about forty itinerant display units which we route from store to store. There are two sets of these to avoid

We're keepin' company!



We are stepping out into a fall season that indicates big times ahead. For it's significant that the company we keep is the best, including some of the most successful and regular national spot advertisers. These advertisers, desirous of reaching the rich Mid-South market of 399,540 radio homes, find WMC the most effective and economical medium for reaching the greatest number of consumers at the lowest per capita cost.

If you plan to “step out” this fall,” keep company with the advertisers who find out before they buy. Choose WMC to carry your sales message for increased sales this fall.

5,000 WATTS DAY
1,000 WATTS NIGHT

wmc

MEMPHIS
NBC RED NETWORK

Owned and operated by

THE COMMERCIAL APPEAL

“The South’s Greatest Newspaper”

National Representative: **THE BRANHAM CO.**



MEMBER OF SOUTH CENTRAL QUALITY NETWORK
WMC—MEMPHIS
KARK—LITTLE ROCK
KWKH-KTBS—SHREVEPORT
WSMB—NEW ORLEANS

conflict in cities where we have more than one large dealer. These displays usually are routed with our traveling stylists who conduct corset clinics and style shows in large stores in principal cities, but they are also made available to others through our salesmen.

"To avoid waste and to encourage the use of materials furnished, we have our salesmen take orders for sales helps just the same as they do for merchandise. They go over the subject of promotions with executives of the store, show them samples of the available materials, ask them specifically what and how much they can use, and fill out a special order form for the helps agreed upon. Unfortunately, it has never been customary in this industry to make a charge for such helps, but we do find it helpful to take orders from them this way."

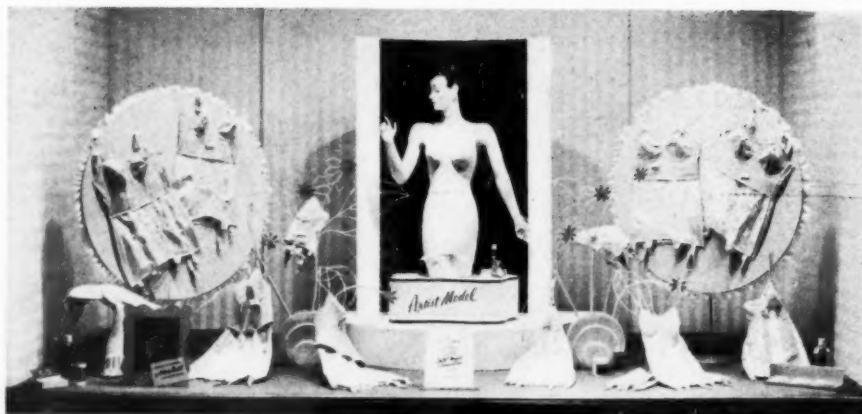
Pictures Replace Copy

Before the change of policy mentioned above, this manufacturer's window displays consisted chiefly of lithographed material of conventional type, with plenty of copy added. Its standard displays produced by Leo Hart Co., Rochester, now are created by a combination letter press and silk screen process that gives them an individualized, hand-made effect. As the product is foundation garments, the illustrations always feature photographs of professional models wearing the garments. These are actual photographs adapted to the process; some halftones, some hand-colored photo prints, some offset. They are usually mounted, die-cut, or both, in settings which glorify the illustration.

Some of the mountings are in the form of photograph folders with cover turned back; some have metallic cloth backgrounds to produce a shadow-box effect, and so on. The largest cards are 35" x 54"; others are 24" x 36". A small one, 11" x 14", is designed for use in the window or on the counter. Some small easel cards are reversible, with different illustrations and copy on each side. The only copy on any display piece is the trade-name identification of the garment featured (not the manufacturer's name) and a single line to tie in with the national advertising.

The itinerant displays always include one or more mannequins, together with complete setting and properties. They are of de luxe quality in every respect and are patterned after displays used by the high-fashion shops of Fifth Avenue. Each piece is carefully identified and complete instructions for setting up the display are provided.

[50]



Itinerant displays of American Lady corsets always include one or more mannequins, together with settings and properties designed to make the store windows dramatic.



Waste in Display Materials— And How to Cure It

Design your materials from the dealer's point of view . . . control your distribution carefully . . . emphasize quality rather than quantity in what you turn out.

Based on an interview with
GEORGE L. DeBEER
Advertising Manager, Bauer & Black, Chicago

THE average retailer is flooded very often with two to three times as much display material as he can use because of the physical limitations of his store."

If any manufacturer doubts that statement let him check the basements and back rooms of any group of stores he may select anywhere. He probably will be amazed to see the waste in point-of-sale materials piled high in them, gathering dust and mold, in-

creasing in volume, and waiting for the old-paper truck to come along for its periodical pick-up. The retailer can hardly be blamed for this because material of every sort, some good and some bad, is endlessly being forced upon him.

The authority for the above statements is George L. DeBeer, advertising manager for Bauer & Black, Chicago, division of the Kendall Co., one
(Continued on page 54)

SALES MANAGEMENT

HEADQUARTERS FOR CREATIVE LITHOGRAPHY

Take
Alka-Seltzer
for HEADACHES
DISTRESS OF COLDS
MUSCULAR FATIGUE
ACID INDIGESTION

Johnson & Johnson
RED CROSS PRODUCTS
BAND AID
ADHESIVE
TAPE
BANDAGE
COTTON
GAUZE

Kaleinh
Buy the Pack
GIVE 'EM SHOW
with Peaches

FORBES LITHOGRAPH CO.
P. O. BOX 513 • BOSTON

YOUR aim is to sell more goods . . . our desire is to help you. These examples of the creative advertising material that flows from the Forbes plant, with colorful, creative art maintained at its power peak, indicate how we've helped others — sound merchandising ideas exquisitely reproduced, every one; and each a sound reason for you to Consult **FORBES** for Creative Coöperation



*At Point of
Purchase*

Display Baskets DO Sell Goods

Display Baskets, originally conceived and developed by Forbes, are but one of the vital and mighty effective sales tools born of our constant and everlasting research in all phases of point-of-purchase and point-of-use merchandising.

Research, originality, experience and craftsmanship are our stock in trade; as close to you as your 'phone . . . A Forbes sales executive can help you!



Other products of Forbes creative ingenuity:

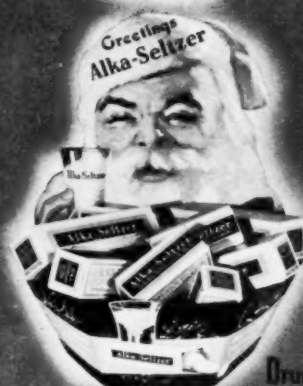
DISPLAYS and POSTERS
COUNTER MERCHANDISERS
CARTONS, LABELS and WRAPPERS
PACKAGE INSERTS
BOOKLETS and FOLDERS
CALENDARS and ART PLATES
BUSINESS STATIONERY
PRINTED CELLULOSE



Candies



Sundries



Drugs



Hardware



Food

FORBES

LITHOGRAPH CO.

P. O. BOX 513 • BOSTON

NEW YORK

CHICAGO

CLEVELAND

ROCHESTER

DETROIT



Furry paws pressing against the window glass will stop even a hard-hearted passerby of this Sergeant window. The whole family of cockers are Sergeant's, too, and dealers receive printed instructions on how to set up the window.

Clever Use of Dog Appeal Gets Sergeant's Into Many Windows

Polk Miller finds dealers beg for displays high in attention value . . . life-like reproduction, plus light and motion, back of several of its most successful windows.

POLK MILLER Products Co., maker of Sergeant's dog medicines, is in the unique position of receiving, every year, hundreds of requests direct from druggists for Sergeant's window and other display material. This can be attributed to the fact that it puts both money and effort into the display end of its advertising, drawing liberally on attention-getting devices, and that it also advertises the various displays available in trade magazines.

One of its most sought-after displays was the "scratching dog," a large cardboard cut-out, produced by Einson-Freeman, Long Island City, N. Y. Electrically operated, the dog not only moved to scratch a perpetual flea bite but his eyes flashed off and on to further rivet passers' attention wherever he appeared. Another attention getter was a huge Great Dane display. Standing on his hind legs to a height of five and one-half feet, this dog was not only about life-size but life-like and was very successful as an attraction center for both window and floor display.

Now being tested in two of the sales territories is a new display piece which combines the two features of holding stock and attracting attention. Made of tin in the shape of an ultra-modern dog house with white clap-

board front and green shingled roof, the piece has a double-space interior, the front of which can be used for sample product display of the Sergeant line and the back for storage of immediate stock. The back is open, making it easy to get to any wanted item. A replica of a Scotty peers around one corner of the house hold-



Polk-Miller is now testing this new display piece which includes a sample product display and a space, inside, for the storage of stock. Interior of the dog house is lit up with a concealed bulb which flashes on and off. Sturdily built of metal, it's expected to enjoy a long life.

ing a sign advertising the latest edition of "Sergeant's Dog Book," a customer give-away to anyone making the request of a copy from any dealer.

In addition to the dog house, the new Sergeant displays include a complete window installation featuring cocker spaniels, counter cards and window streamers for Vitapets, a vitamin capsule recently added to the line, and merchandise display pieces such as counter boxes in which half-dozen and dozen lots of the various items come packaged, the tops of which fold back to make counter displays. These were produced for Sergeant's by Niagara Lithograph Co., Buffalo. Consumer advertising is also tied in with the display pieces available, with reproductions of ads from *Life* and other periodicals mounted on cardboard backings complete with attached easels so that the ads can stand on any flat surface.

Newest trick in the latest window display kit are the "standing dogs" which employ something believed never to have been used before in this type of display. These dogs are heavy cardboard cut-outs constructed to stand alone, but they also have moveable forepaws which bend at points in the front legs corresponding roughly to the human elbow and wrist. By this means they can be made to stand against the front of the window with paws touching the glass with an effect approximating the appeal made by puppies in pet shop windows.

This window material comes complete in a packaged kit with directions for assembling and a picture of how the window will look when completed. It covers the complete Sergeant line and has not been limited to any seasonal appeal. Hence the various pieces making up the window display can have a longer life by being used separately inside the store when the window is dismantled.

Big Book

Western Machinery Co., Wichita, has a new catalog weighing six pounds, listing nearly 100,000 and describing 50,000 articles of laboratory equipment. Unusual thing about the book is the process by which it was produced, offset lithography. In fact, McCormick-Armstrong, Wichita lithographers who did the job, believe it's the biggest book of its kind ever produced by this process.

Included in the 760-page book are 5,000 illustrations in line and wash drawing. It is case bound in a cover of green buckram. First edition ran to 5,500 copies.

(Continued from page 50)

of the most consistent users of window displays in the country. Bauer & Black manufactures surgical dressings and allied products, such as its famous line of Blue-Jay foot products, "Pal" supporters, "The Bracer" elastic stockings and related drug store items. It is estimated that there are about 227,000 drug store windows available for displays throughout the nation.

Let us take all windows then—grocery store, hardware store, clothing store, department store, meat markets and a multitude of other stores and shops—and consider where we are. Consider the enormity of this waste! And who is to blame? Why?

In a vast number of cases, Mr. DeBeer thinks, the blame can be laid right in the laps of the manufacturers themselves. He explains it in this way:

Many manufacturers in their anxiety to get their brand names and displays before the public eye at point-of-sale have largely overlooked the retailer's problems or his reason for being in business. In too many instances the materials sent out so lavishly have been designed solely from the manufacturer's viewpoint and his own selfish interests. He neglects or overlooks what the retailer needs or wants or what is best for him.

Unselfish Displays Profit

In other words, many a manufacturer fails to see that it is best for him to be more unselfish. He must build the window so that it is more of a partnership affair between him and the dealer. In the end he will profit better if he finds a way to profit the dealer more. The wise manufacturer, Mr. DeBeer thinks, will build into his window displays some idea that will help the storekeeper to sell other products as well. Or he may put into his counter display some service feature that will appeal to the dealer because it makes it easier or more convenient to carry on certain routine activities.

Indicating what he meant by a "service feature," Mr. DeBeer pointed to Bauer & Black's current Blue-Jay "accommodator." It was, he said, what he considered a common-sense and practical illustration of the application.

Because this self-service display is only four inches wide and because handy bins are built into the back of it to be used in storing rubber bands and string—necessary materials for any drug store wrapping counter—it makes an ideal unit for the wrapping counter. Dealers welcome it. In de-

signing this display Bauer & Black considered two things: Small frontal space and use.

The size of materials designed for detail use is all too often a cause of waste. Studies have been made which have revealed the limitations of displays as to maximum heights, widths and depths beyond which they become unacceptable to certain classes of retail stores. Knowledge of these limitations is important no matter what type of retail outlet the manufacturer is dealing with. Retailers everywhere, if you will only ask them, will tell you that there are still manufacturers who fail to recognize space limitations. Basements and back rooms are filled with their mistakes.

Experiment with Distribution

Another cause for waste, according to Mr. DeBeer, can be found in the distribution methods used by manufacturers. There are many methods in use today and all of them have their advantages as well as their disadvantages. Here are some of the methods:

1. General distribution to accounts without regard to whether the materials have been requested or any assurance that they will be used.

2. Distribution upon request of dealers.

3. Distribution through salesman's request, with the materials either to be installed by him or left with the retailer for installation.

4. Distribution through the merchandising departments of newspapers, et cetera, without regard to their placement.

5. Distribution through professional display companies either national or local.

It is held to be vital that each manufacturer, to get the best results, should analyze his own problems and determine for himself through experimentation what is best suited for him, knowing all the advantages and disadvantages of each system. What is right for one company may not be right for another, even in the same line of business.

Executives of Bauer & Black are experimenting with many of the above methods in an effort to arrive at one that would seem to give that house its greatest value. Getting window displays for a broad showing across the nation, even interior displays, is a far more complicated business than appears on the surface. It is also something that requires a great deal of study and experimentation if a house expects to get dollar-for-dollar value out of its display budget.

For example, B. & B. has used local display installers. Through salesmen

it would pick, in advance, a specified number of windows for a given area. A local display company would be employed to install windows at an agreed price per window. However, it was recognized that for B. & B. there were weak spots in this method. Salesmen might not use the best of judgment in selecting windows; they might favor some retailer for whom they had a special friendship. The salesman might be over-enthusiastic; he might want to put himself "in good" with the home office by a display of energy and so seek too great a coverage in his territory.

Some of the pitfalls were finally eliminated through the use of maps. Maps of various towns and cities were secured on which were shown street-car lines, bus lines, transfer points and downtown and neighborhood shopping areas. This was somewhat better but still there was no way to enable the executive back in the home office actually to see the windows.

Later B. & B. tried national installation services. These, working on their own, making exhaustive studies, selecting the choicest locations, booking them under contract, gradually came into control of the largest percentage of better windows. The manufacturer could buy from them full showings, half- or quarter-showings. He could take the windows for fixed periods and on timed schedules. He could get them as he chose; in downtown or neighborhood shopping districts. Installations were made by experts at fixed costs. Under this method much of the looseness went out of the picture and it became more scientific and more businesslike.

Contest Gets Action

Then, passing out free windows was tried by B. & B. Salesmen and distributor salesmen went to work arranging for them and handing to dealers various forms of displays. Many times the salesmen would install them or they might instruct the dealer as to how to do the job himself and leave the materials with him. Left to do the job himself the dealer very often grew cold toward it, or he might be too busy or just plain lazy.

Devices had to be worked out to get action. One of these was a window contest in which cash or merchandise prizes were offered for the best windows built with the materials supplied. Contests interested some dealers and got a measure of action. Many, however, simply ignored the contests entirely. It was by no means a general cure.

Currently Bauer & Black is working through both newspapers and its own

salesmen in securing displays. Every newspaper has local contacts with the more important accounts. Not all of them have a merchandising department that can be utilized in arranging for displays, and of those who do, not all can or will do the kind of job that is wanted. However, as a change of pace, a break from past methods, it seems to be working out very well.

Gradually, out of all this, Bauer & Black executives feel that they are coming nearer to the solution of their display problems than they could have otherwise.

One more cause of waste, Mr. DeBeer believes, might easily be found in the quality of the material turned out. Judging from their own experiences and from watching the work of others, B. & B. sales and advertising executives have adopted the policy that it is better for their industry to have fewer good pieces each year than to have a lot of cheap material on the hope that the more you send out the more you will get up. To illustrate this he said:

Get in the Dealer's Shoes!

"Picture yourself as a retailer with far more display material than you can possibly use in your store. What would you do? I think you'd do just what retailers everywhere are doing. First, you'd discard the material promoting the non-profit or slow-moving items; then, from the balance you'd select the most attractive material—display that was in good taste and would create prestige or dignity for your store. In addition, I believe you'd undoubtedly be influenced by displays that would help you make two or three sales in place of one.

"You, if you are practical minded at all, probably fully realize these two facts:

"It is the volume of traffic that goes past your window that determines the cost of your rent.

"It is the traffic you get inside your store that determines your profit."

One more cause for waste, in Mr. DeBeer's findings might lie in the failure of the manufacturer to recognize that the mass merchandising and related-product windows have a decided effect on the size and type of materials to be sent out. While many windows are built around a single product or a single idea, today many retailers also think in terms of mass windows and related-product windows, for which large display pieces are unsuited.

Finally, there is considerable room for a more scientific approach to the subject of window displays. One very

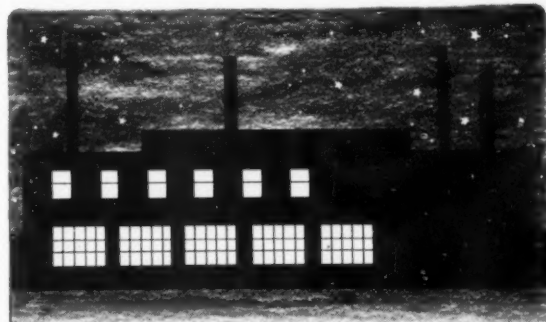
important step has been made in this direction through the national window display survey sponsored a couple of years ago by the Advertising Research Foundation in which an attempt was made to give a national advertiser a practical guide to circulation display figures.

It isn't so much how many windows you have in a given area but where they are located that counts. This study is a valuable contribution to that end.

In spite of all this, he pointed out, there is still room for further study in order properly to evaluate displays and obtain information comparable to

such factual studies as have been made in the fields of newspapers, radio, magazines and outdoor advertising. He contends that suppliers in this field have a worth-while medium to talk about but that they need to put their best foot forward. There is need to know more about the sales effectiveness of displays; need to know more about the observation and readership of displays.

Every national advertiser tries to determine these facts for himself, Mr. DeBeer pointed out. Because of the lack of such information the responsibility would seem to rest with the suppliers.



MAKING SALES AT *Midnight*

In a plant which puts its emphasis on service and satisfaction, midnight lights are a familiar sight. These lights are now burning in the interest of the 1940-1941 selling programs of many of the nation's leading advertisers. Your inquiry is invited.



NIAGARA LITHOGRAPH COMPANY

BUFFALO NEW YORK CHICAGO CLEVELAND



Her wages are about two cents a day, the cost of running the motor that moves the arms of the Soil-Off lady as she demonstrates how her product cleanses. This large metal replica of the Soil-Off package, produced by American Can Co., is used for both counter and window display.



The well groomed woman is neatly coiffured and manicured, says Revlon Nail Enamel Corp. unselfishly in its current window display background lithographed by Einson-Freeman Co., Long Island City. On the left panel of the display, the "newest coiffure" is sketched to show Milady what her hair should look like, and instructions on the back tell the operator how to make it look that way. Opposite panel is devoted to Revlon products, as are the cut-outs.



National Dairy Products Corp.'s four-color display card is being used by Sealtest distributors to "pleasantly emphasize the vitamin content of milk." National Process Co., New York, lithographed the display for Sealtest.

More Ideas From The



That's not a real box of candy mounted on the Joan Manning easel display, but you'd never know it until you tried to sample a piece. Lithographed in deep blue, rose and gold by U. S. Printing & Lithographing Corp., Brooklyn, this display dramatizes the product by its simplicity in design and rich coloring.

Tying in display materials with its premium offer of a big red and white play ball, Loose-Wiles Biscuit Co. achieved such dealer display as this window for Sunshine graham crackers. Lithographed materials announcing the combination offer, as gay and colorful as the balls (and Sunshine packages) themselves, included display cards and specially constructed pyramid displays to hold the balls.



Newton Line Co., Homer, N. Y., is winning good will among its dealers with a window display designed to point out their store as "fishing headquarters" where other fishing equipment as well as Newton products may be bought. While the side display spaces are used to advertise two of the leading Newton lines, the center panel is adaptable to display of another Newton product or other fishing requisites. Center disc, bright red contrasting with the blue of the body of the display, rotates so that a half turn changes the copy. This display, produced by F. M. Howell & Co., Elmira, N. Y., was planned so that dealers could use the center platform for tackle other than lines, or, if they are in a locality where linen lines are in demand, devote it to the Newton Princess Pat linen line.

Corp.'s
being
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Several months ago Pacific Mills adopted the informative labeling policy embodied in its "Factag" to give consumers information about the fibre, color fastness and laundering of its fabrics. Proud of its "Factag," Pacific Mills has now made it available in blown-up size for dealer displays, as shown in the above R. H. Macy window. Blow-ups, by Photo Color Studios, New York, are in the same bright colors as the garment tags.



By printing the three-ring trademark on the crepe paper background it supplies dealers along with other window display materials, P. Ballantine Co. has made the background an integral part of the display instead of incidental decoration. Distorted in printing, the trademark is brought to its normal proportions when the paper is stretched, thus making it suitable for regular drapes, tubes, pleats, etc. Dennison Mfg. Co. developed the printing technique.

e Point-of-Sale Portfolio

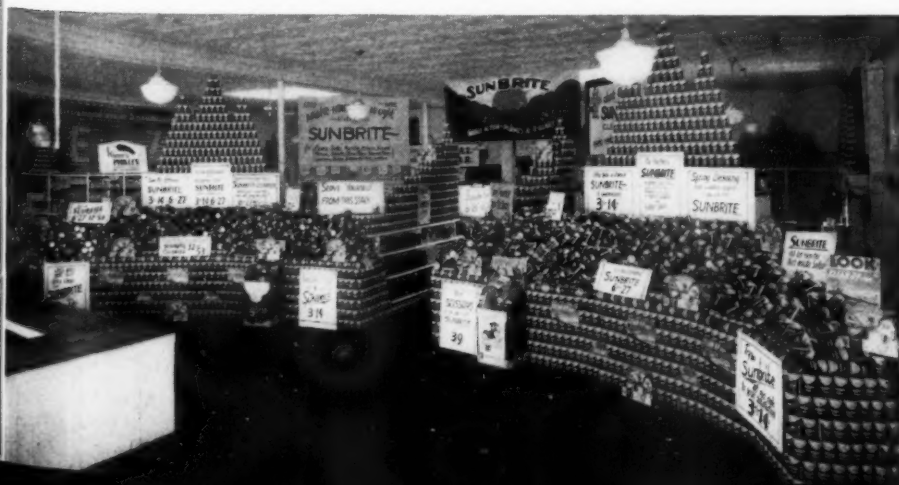
The two small lithographed side easels for Hershey's chocolate syrup may be used as separate counter cards wherever space in the dealer's store permits, or in combination with the larger center piece to form point-of-sale reminders for all the company's products. Lithographed in full color this flexible display was produced by U. S. Printing and Lithograph Corp.



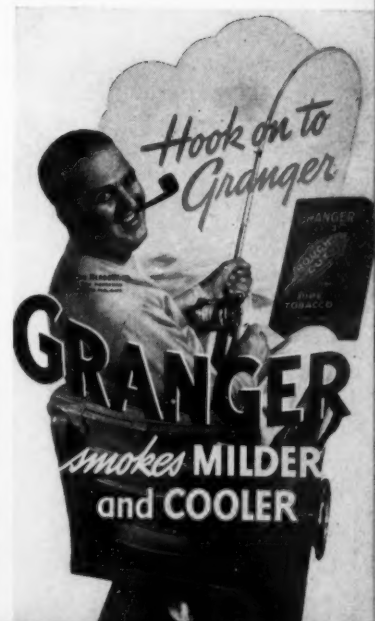
Built especially for display in grocery stores, the current Hoffman Beer point-of-sale promotion piece is large enough to be used as a floor display, appealing enough to draw customers into the store for Hoffman beer when set up in the window. The row of beer bottles at the bottom of the lithographed card, produced by U. S. Printing & Lithograph Corp., stands out from the background to give depth to the display.



This mass display of Sunbrite cleanser was a first prize winner in Swift & Co.'s Spring floor display competition, and it won a 4-door Buick sedan for the store owner. Such competitions are an annual affair with Swift, which supplies much of the background material used to build the displays.



Liggett & Myers has consistently stuck to the same theme for its Granger pipe tobacco displays: Testimonials from well-known sportsmen. Currently Preston Herbert, Jr., is smiling out his approval of Granger from store windows. Einson-Freeman Co., Long Island City, produced the display in full color lithography.



Salesmen "Lean on Their Shovels" Too Often? Here's a Simple Cure

A "box score" posted weekly for all to see, is prodding these insurance salesmen into more consistent production on new business.

INSURANCE salesmen are largely "rugged individualists" in their methods of selling, management of time, and direction of effort, partly because they work for a straight commission. They are especially so in a large agency writing all lines—fire, casualty and surety, life and accident and health.

If the agency is a long established one, as is the 50-year-old R. B. Jones & Sons, Inc., Kansas City, it has a number of experienced men with an accumulation of policies that renew each year, and such producers can afford to coast for some time. However, since there is always a certain amount of loss—men die, businesses change hands, and property values shrink—the agency must produce new business to stay even.

New Products and Volume

One way to keep new business coming in, and thereby maintain a healthy balance between old and new volume, is to take on new producers whose business necessarily consists of premiums not previously on the agency's books.

The Jones agency recently devised another method, one that has possibilities for application to selling fields other than insurance.

It is simply a weekly report of production and standings. Inaugurated at the beginning of the agency's fiscal year, April 30, by Reid C. Cloon, secretary of the agency, use of the report is credited by him with increasing business for the firm 10% in May and over 20% in June, even though production of practically all insurance traditionally declines as Summer approaches.

Shown here is a summary of an actual issue of the report, with producers' names eliminated. The report requires some detail work, particularly in an established agency where there is always a large volume of "old" business.

The report gives the name of the producer in order of cumulative volume; the number of orders and total premiums for the current week, and the total number of orders and premiums for the cumulative period (up to 12 months). What it amounts to is a

weekly box score and cumulative index of new business throughout the year.

The report accurately reflects current effort, and, since each man gets a copy of the report each week, it displays prominently, for all his associates to see, the name of the producer who is coasting. The practice of riding along on old business is especially dangerous to an insurance salesman if long continued. He can do it for a considerable time without hurting income much; so he gets in the habit and gradually eases himself out of the business. The reporting of new business by the week has tended strongly to effect consistent week-by-week effort by stinging the laggards with low standings.

Salesmen Can't Slide Along

In ten weeks, for instance, one agent (an experienced and excellent producer with a lot of old business to tempt him to ease up) climbed from ninth to second place, while another (newer to the business and a young man) went from seventeenth to seventh place.

The fellow who has fallen into the habit of riding on old business now either changes his habits, or the agency calls him in for a conference. If this doesn't change his ways, then the



agency suggests he change his business. He goes to work—or quits, one of the two. With figures, the agency can back up a program of eliminating deadwood.

While stimulating more consistent production is its prime objective, use of the report also has benefited all production, even that of men in the agency who normally produce a large amount of new business. This is borne out by the 10 and 20% increase figures for May and June. A high degree of competitive spirit is aroused by the report among the 20 producers. Even partners are paid on a straight commission basis in the Jones agency.

Theory behind adoption of the report was that if the agency could produce new business at the rate of \$250 of new business per man per week it would have \$250,000 of new premium dollars for the year, a theory good for both agency and agent. So far production has been at the rate of almost twice that.

New Premiums Offset Losses

The agency never before has kept a record of new business. After a year it can determine what it needs in new premiums to offset losses in order to maintain the status quo. It will also know how much new business it needs to maintain a healthy growth. By-products of this knowledge will include ability to say definitely how many new men are needed.

The reports, started as an experiment, already have proved so effective they will be continued permanently.

A Sample Report

Production—New Business

Producer	Orders—Week of Total to Date July 1 to July 8 (10 Weeks)			
	No.	Premium	No.	Premium
1. Agent A	6	\$6,027.68	71	\$52,296.03
2. Agent B	2	10,121.65	42	13,698.77
3. Agent C	7	210.63	62	6,546.74
4. Agent D	1	5.00	36	3,030.19
5. Agent E	3	846.58	42	2,850.01
6. Agent F	6	183.39	51	2,311.71
7. Agent G	3	113.22	32	1,486.39
8. Agent H	5	230.65	39	1,356.92
9. Agent I	2	346.20	19	1,338.56
10. Agent J	4	70.00	82	1,171.25
11. Agent K	1	12.00	10	902.50
12. Agent L	2	47.38	13	892.16
13. Agent M	3	54.96	23	837.44
14. Agent N	4	74.59	34	811.31
15. Agent O	2	10.00	16	668.90
16. Agent P	.	—	28	649.39
17. Agent Q	3	121.40	17	476.25
18. Agent R	.	—	11	424.23
19. Agent S	2	38.50	6	299.83
20. Agent T	.	—	4	95.50
21. Agent U	.	—	1	36.00
Miscel.	3	79.19	112	2,607.75
Totals	.59	\$18,593.02	751	\$94,788.95

SALES MANAGEMENT

84.4% of Iowa's Druggists

22 Million Dollar Target

In Iowa's \$22,103,000 annual drug market advertisers are sure of dealer cooperation for 84.4% of Iowa's 1,433 druggists read the same newspaper . . . which 55% of their customers read . . . The Des Moines Sunday Register.

Dealers are the triggers on all advertising guns. Their action is vital to any successful merchandising effort.

Influence your Iowa dealers; actuate their customers; bulls-eye the WHOLE Iowa market through the 353,285 Des Moines Sunday Register circulation, at lowest Iowa milline rates (\$1.70).

Read The Sunday Register

Why

KEY MEN

BECAUSE

"...the better national magazines of baking" carry "news this industry needs and uses"

Quality Bakers of America
NATIONAL HEADQUARTERS



120 WEST 42nd ST. NEW YORK

August 12, 1940

Mr. E. W. Davidson,
Sales Management,
420 Lexington Avenue,
New York, N.Y.

Dear Mr. Davidson:-

Change is swift these days. Business that used to plan six months ahead can hardly figure on more than six days now. Coming events aren't casting any shadows ... they're here! So, in the baking industry we have to have immediate data on which to work. Some of it comes from reading our business papers: data bearing directly on this industry's problems ... data on legislation from Washington ... data on production methods, management, marketing and display from the plants and wholesalers and retailers who are doing things.

Even our best business papers can't supply everything this industry ought to know; but I, personally, get a lot of information from the better national magazines of baking, skimming through them at home and having them digested for me at the office so that I'll miss nothing important. And I know they are read this same way among the larger units of the industry that do the major part of the country's baking business. These principal bakery papers are read for their news -- including advertising, which, after all, is news about equipment and ingredients -- news that this industry needs and uses.

Very truly yours,

QUALITY BAKERS OF AMERICA

W. S. Allison
General Manager.



W. S. ALLISON is general manager of Quality Bakers of America, a widespread cooperative organization of independent wholesale bakers. His intimate acquaintance with key men throughout the industry gives added weight to his comment on how closely they, too, read the good national magazines of baking.

GOOD BUSINESS PAPERS



A survey series by Sales Management showing that key men everywhere in industry are regular readers of business papers . . . and why.

Sponsored by the following Business Papers receiving *unanimous* votes from a jury of disinterested experts for "honest and able editing that renders a real service":—

READ BUSINESS PAPERS

BECAUSE

"...the leading shoe publications... deal with the life blood of this business"



JOHN SLATER is one of the deans of American shoe retailing. Since 1875, when he came over from England, he has been in the J. & J. Slater organization in New York City, heading it up since 1908. Today the corporation owns and operates two modern metropolitan and two suburban stores. After sixty-five years of watching shoe trade papers, he tells you why he reads the good ones closely.

OFFICE OF
JOHN SLATER

FOUR HUNDRED AND FIFTEEN FIFTH AVENUE
NEW YORK

Mr. E. W. Davidson,
Sales Management,
420 Lexington Avenue,
New York, N.Y.

August 9, 1940.

Dear Mr. Davidson;

The truth is, I read only one or two shoe trade magazines these days -- the really good ones. I haven't time for the others, though all of them perform a service to readers. Several magazines circulate among the people in my organization.

In our leading shoe publications the flow of ideas and information about markets, management, style trends, selling methods and store modernization deals with the life blood of this business. It is gathered by men who know shoe retailing. We couldn't get it elsewhere. Such magazines help me and they help other store operators. During a long business lifetime I have seen these publications play an important part in lifting the retail shoe business to the high level it has attained.

That is why I spend an hour or so on each issue -- at the office, where my mind is on business -- and that, too, is why I am always glad to contribute what ideas I can to my friends the editors. The pages of those magazines amply repay me.

Yours
John Slater

BUILD BETTER BUSINESS

BAKERS WEEKLY, New York
BOOT AND SHOE RECORDER,
New York
CERAMIC INDUSTRY, Chicago
CHEMICAL & METALLURGICAL
ENGINEERING, New York
DEPARTMENT STORE ECON-
OMIST, New York

ELECTRICAL WORLD, New York
FOOD INDUSTRIES, New York
HOTEL WORLD-REVIEW,
New York
THE IRON AGE, New York
THE JEWELERS' CIRCULAR-
KEYSTONE, New York
MACHINERY, New York

MACHINE DESIGN, Cleveland
MARINE ENGINEERING AND
SHIPPING REVIEW, New York
POWER, New York
RAILWAY MECHANICAL ENGINEER,
New York
SALES MANAGEMENT, New York
STEEL, Cleveland

When Conscription Comes, Will You Be Caught Napping?

Business is already beginning to frame its plans for personnel adjustments which will be made necessary by the calling of men for military training. Here is a brief summary of policies a score of companies propose to adopt.

BY CY NORTON

*Manager of Sales Promotion, Strathmore Paper Co.,
West Springfield, Mass.*

NATIONAL Defense is a larger issue than patriotism. It may be an issue of self-preservation. It's an issue which will gain the support and demand of the public. It is perhaps the biggest single issue ever to face America.

What will American industry do about it? Industry will patriotically and wholeheartedly cooperate to the maximum. Pledges to this effect have been made already.

How does Defense offer increased sales and profits? Business is now at a high level, billions of dollars more will soon start pouring out, a million or more men will be added to employment or be receiving pay in the Army—and consumer purchasing power will increase. This will mean extra sales and extra profits, despite taxes.

Queries Now, Problems Later

What new problems will confront business? The services of many sales, advertising and promotion executives plus salesmen will be lost through the National Guard and conscription. Can these men be replaced or should this work be split up? Where and how to get new men? How long to allow for training? And how to plan *now* so that, according to the law, enlisted men can get their jobs back on return?

In companies where Government orders are received, there may be little or no immediate sales problem. Then what to do with the salesmen and advertising appropriation? Fire some of the salesmen? Use them for missionary work or ambassadors of good will? Transfer them to other work? Change or reduce the advertising? If unable to fully care for regular trade, should a quota basis be instituted? How to avoid loss of valuable customers due to inability to serve them? If priority of Government orders causes undue

delay on domestic accounts, how to satisfy or alleviate customer's feelings to retain good will and future business? These are a few of the sales problems facing management.

Furthermore, there are many general uncertainties which make definite long-range planning difficult. Yet it may be dangerous to delay.

Fortunately, the picture isn't entirely confusing for there are certain known factors to help in arriving at decisions.

Plan for Draft

For example, where Government orders have been placed, a company knows the effect upon its sales. Plans can be made accordingly.

A company without Government orders but knowing it is listed by the Ordnance Department as a source of supply, may be able to learn through inquiry what is its likelihood of getting such business. Or perhaps plans should be made for either eventuality.

Another determinable factor is how many company men are registered in the National Guard. The Shepard bill, now a law, allows these men to be called immediately, "for a year or more." So companies can now make advance plans for carrying on these men's work when and if the men are called.

The third thing companies can do is to list the number of young men subject to draft age. Then sort them according to prospect of being drafted. Men between 21 and 31, married, with dependents, or subject to exemption can be listed as fairly safe. Other 21-31 men, if physically fit, are subject to a one-in-ten chance of being called in the first draft and the same chance in the second draft in April.

A fourth thing a company can often determine is whether or not it is regarded as "essential" and so subject

to exemption. However, even in such cases, people in sales management or selling probably will be subject to call.

These known factors should help in planning the future.

Now what are today's sales opportunities and problems?

The Sales Outlook

Let's classify companies two ways:

1. Those not getting Government orders.

2. Those getting such orders.

1. Many companies will capitalize on increased consumer purchasing power. The problems facing these companies are—How can they cash in to fullest extent? Should they increase advertising? Should they enlarge the sales force?

One company selling consumer products is expanding both advertising and selling in cities where Government contracts are placed. Business already has increased up to 30% in some cities.

A small chemical manufacturer points out that in the World War some of the large competitors were so loaded with Government contracts that he filled his plant caring for competitors' dealers, some of whom remain with him today. This may happen again in some industries.

The great majority of companies will, of course, not have Government orders and so instead of any let-down in competition for sales, there may be more aggressiveness for the extra business available.

2. Where Government orders take all or a part of the company's production, sales may be no immediate problem.

But what about regular customers? If companies cannot fully supply their former customers, a quota basis may be necessary and the salesmen will have the difficult job of satisfying customers as to why they can't get full delivery, quick service or special concessions. In the case of important accounts, the salesmen may be able to arrange a temporary source of supply in order to avoid loss of the customer.

In the last war and even the 1937 boomlet, many companies lost good will and valuable accounts through hardboiled attitudes, neglect to carefully explain the situation to customers, and failure to offer suggestions to tide over immediate needs. The lesson was costly and should not be repeated.

SALES MANAGEMENT

If Defense orders are a large part of the total, and fill up the factory, then what about the salesmen and the advertising appropriation? If no more business can be handled, what can the salesmen do? Several things: Missionary work or building of good will; helping the jobbers or dealers; office planning for future development of the territory after the present emergency; helping out on inside departmental work.

In some of these cases salesmen may do less traveling than usual, thus affecting a legitimate saving. But few if any companies will dismiss salesmen who may be badly needed again in a few months and who might be gladly hired by opportune competitors who, without benefit of Defense contracts, may still be aggressively fighting for business.

And what about the advertising appropriation if sales are maximum? Most companies will maintain their advertising in full force. Some may change product advertising to institutional copy so as to gain long-term influence and not lose the benefits of past advertising.

Sales and Ad Executives

One of the most serious losses facing some companies will be the loss of executives joining the Officers Reserve Corps. In one case involving the sales manager, a tentative program for next year was rushed through under his direction. The carrying out of the program will be done under the direction of the vice-president with the assistant sales manager handling details under his present title.

Another case—the advertising manager has been told he will be among the first to be called. The President says, "It would be impossible quickly to get a new man and then he might be needed only for a year. So we're splitting the work. We're planning to make greater use of outside facilities by turning a lot more work over to our advertising agency. The rest will be done in our own organization."

Salesmen

Sources and Training. Many salesmen will be called to the National Guard and to the Army through the draft. Here are methods of handling the situation.

1. *Give the younger men a chance.* One company has a large number of junior salesmen who have been doing promotion work and as openings occur, these men will become senior salesmen. The men have been told that when the senior salesmen return,

SEPTEMBER 1, 1940



Question: What's the best basis of compensation for sales promotion counsel?

Answer:

Dickie-Raymond has several convictions—drawn from experience—on the subject of compensation for sales promotion counsel and creative service:

First: That retainer fees based on the amount of service to be rendered, rather than commissions based on the amount of money to be spent, result in more impartial and hence more productive sales promotion recommendations.

Second: That fees should not only be in proportion to the task to be done, but should also be on a scale moderate enough to make possible a *long-continued* relationship between ourselves and our clients.

Dickie-Raymond handles no publication or general advertising—but offers specialized counsel and creative service in many phases of sales promotion, merchandising, and direct advertising.

Due to the specialized nature of this service we believe that retainer-fee compensation, on a moderate scale, is best both for us and for those we serve. This opinion is borne out by a Dickie-Raymond client-renewal factor of 90%, year after year . . . by the fact that several of our clients have been with us 8 to 12 years, and 50% of them for 5 years or over.

Because there are many unusual angles to Dickie-Raymond service — because our organization is unique, our methods of operation tested, you may be interested in knowing more about them. A request on your business letterhead will bring you a booklet explaining our methods in detail.

Dickie-Raymond, Inc.

MERCHANDISING & SALES PROMOTION COUNSEL, DIRECT ADVERTISING

80 Broad Street, Boston

the latter will be given preference but the junior salesmen, if they have made good, will be given other territories.

2. *Spread the territories thinner.* Another company says, "We have a rather small number of salesmen anyhow and it looks as though only about 20% might be called to the service. So we are planning to split these vacant territories up among the other men. We believe that temporarily this idea will be practical. If we start losing ground, however, we will have to do something else fast."

A medium-sized paint manufacturer

whose sales force will be decimated by the calling of the National Guard will find the answer by having the president, a vice-president, and two other officers occasionally cover separate territories while new men are given the necessary extensive training. These officers plus the remaining salesmen can, it is believed, maintain contacts and sales for a reasonable period of time.

3. *Capitalize on available "Over forty."* There is a sizable number of men forty or over who are not subject to draft and who have had practical experience in selling, advertising and

promotion. Here's a real source of experienced man-power ready and glad to fill the breach. These men don't have to start from "scratch" or take a long time in training. Many of them already know how to sell and can jump in the saddle and do a good job. Even if these men have to be given a brief period of training to learn company policies, products and merchandising, nevertheless they should in a very short time be able to operate effectively.

In hiring new sales people or replacements for enlisting men, a brush manufacturer selling to women has changed the company policy so that only women and men over draft age will be considered.

4. *Try new things.* This company has had in mind for a long time the possibility of revising their sales program to make a more extensive use of mail selling. The president figures that the draft will give him the chance to try this experiment of using more printed selling even with a thinner coverage of salesmen.

Training Schools

A new timely function is being performed by salesmen training schools. To meet the emergency, some schools are being expanded, new ones are being formed, and some are adopting streamlined, shorter training periods to make quickly available men to expand operations or fill gaps in sales ranks.

Public Relations

For a long time business has been under fire and some "business baiting" still continues. Today in co-operating fully with the Government in National Defense, business can now gain public approval and good will by simply telling the public what it is doing. How? Through advertising, publicity, etc. Here is an excellent chance for improving public relations. Such advertising and publicity might have sufficient influence to gain public preference for one company or article over another. Some of this advertising is already appearing.

Employee Relations

Today companies can gain employee good will by telling its workers what they're anxious to know. For example, how the National Defense may affect the company, how officials feel about conscription, what the company is doing or willing to do to aid the Government, how capital will not exploit labor under guise of Government orders, etc. How to tell employees? In the company house organ, through bulletin boards or inter-department letters, posters, payroll folders, etc.

Crop Income Boosts Buying Power of Families in The STAR-TELEGRAM "Square" *



*"The Square" is the Fort Worth Trading Area

\$164,900,910

**Gross crop income, 1939
"In the Square," including
Government payments**

Crop income contributed richly to the \$455,520,000 spent in Fort Worth, North and West Texas last year for retail purchases.

Advertisers can cash in on this buying power by using The Star-Telegram, which covers this area more thoroughly than any other newspaper.

Build SALES "In The Square," Use The

FORT WORTH STAR-TELEGRAM

MORNING

EVENING

SUNDAY

AMON G. CARTER, Publisher

Bush Jones, Nat'l Adv. Mgr.

LARGEST CIRCULATION IN TEXAS

Modernizing Your Merchandising

Two important situations today confront the majority of sales managements. First, changes in population trends. Second, the fast-growing national defense program. Are you fully up-to-date on both these points?

Changing Population Trends

The advertising, sales, and credit departments of many concerns may be making serious mistakes if using out-of-date Census figures. Preliminary reports for the 1940 Census are uncovering conditions of vital importance: Some of the bigger cities have almost stopped growing. During the past few years, the trend toward decentralization has begun in earnest. Only those managements which are alert to such fundamental tendencies are in position to shape sales policies to get maximum results.

National Defense Program

Your salesmen should know more than ever before just what products you can manufacture

immediately; which of your products require deferred delivery; and finally what items you frankly will have to stop selling. Equipped with such up-to-the-minute information on your own organization, supplemented by reports on basic conditions, your salesmen can go out and really produce. It is an example of modernizing your merchandising.

The foregoing are mentioned as specific illustrations of the importance of keeping abreast of changes in your sales territories. The Babson Sales Map—along with the Babson interpretations—is constantly keeping subscribers informed of the ever-shifting sales front. Today such facts are indispensable to the sales manager and directors of advertising and credit granting. Fill out the coupon below for complimentary copy of the current Babson Sales Map, with particulars of our service to businessmen.

Babson's Reports

Babson Park, Massachusetts

*complimentary
copy of
Sales Map*

Babson's Reports

Div. 16-156M, Babson Park, Massachusetts

Send complimentary copy of your current Sales Map, with particulars of Babson's Reports for business men.

Name of concern _____

Address _____

Name of individual _____

ARCHITECTS ARE BUSY!

For example, they're planning 99 per cent of the \$90,000,000 being expended on building hospitals, such as New York's Tri-Boro Hospital, shown here. They're responsible for three-fourths of the two-and-a-half billion dollar building market.

Read By More Architects Than Any Other Publication

ARCHITECTURAL RECORD

F. W. DODGE CORPORATION, 119 W. 40th ST., NEW YORK

Some Simple ABC's about Aptitude Testing

(Continued from page 28)

added insurance of his success, if he measures up in the other qualities and traits. The lack of it may condemn a salesman to mediocrity or even possible failure, even if he is outstanding in other inner qualities and traits.

There are 50 questions in the Canfield Test. These questions measure the sales sense or instinct and knowledge of a man. They do this whether he be 21 and inexperienced or of mature age and with vast experience. Age has been neither a handicap nor a barrier nor an advantage in the testing done to date. Also, through the Canfield Test, the sales executive may be enabled to diagnose weaknesses and strengths of his salesmen in their sales procedures and techniques.

How These Tests Are Applied and Scored

All tests described in this article are standard, printed forms. They are available from their publishers or distributors at low cost. Instructions for applying and scoring them may also be obtained from the publishers or their distributors. The men to be ex-

amined answer the questionnaires in writing.

The procedure in the application of the tests is simple. Companies buy the tests; follow the instructions; hand them out to be answered; score them according to the instructions.

Yet, from that point on, it isn't so simple. The values of the tests lie in the interpretations, inferences, analyses and setting-up of the standard formula. This requires vast experience in handling tests under a variety of conditions. There are variables which only a trained and experienced man can properly calibrate. There is great need for specific knowledge of how any group compares with other groups of salesmen. There should be intimate acquaintance with merchandising, marketing and sales procedures in most industries. If these factors are not brought to bear on the analysis of any company's testing process, conclusions drawn may not be sound; may be, therefore, worse than useless.

Selection of new salesmen is but one use for psychological tests. They should be utilized for diagnosing fundamental weaknesses in the traits and qualities of the salesmen presently employed. They can be worked to great advantage in corroboration of management opinion of who shall be fired;

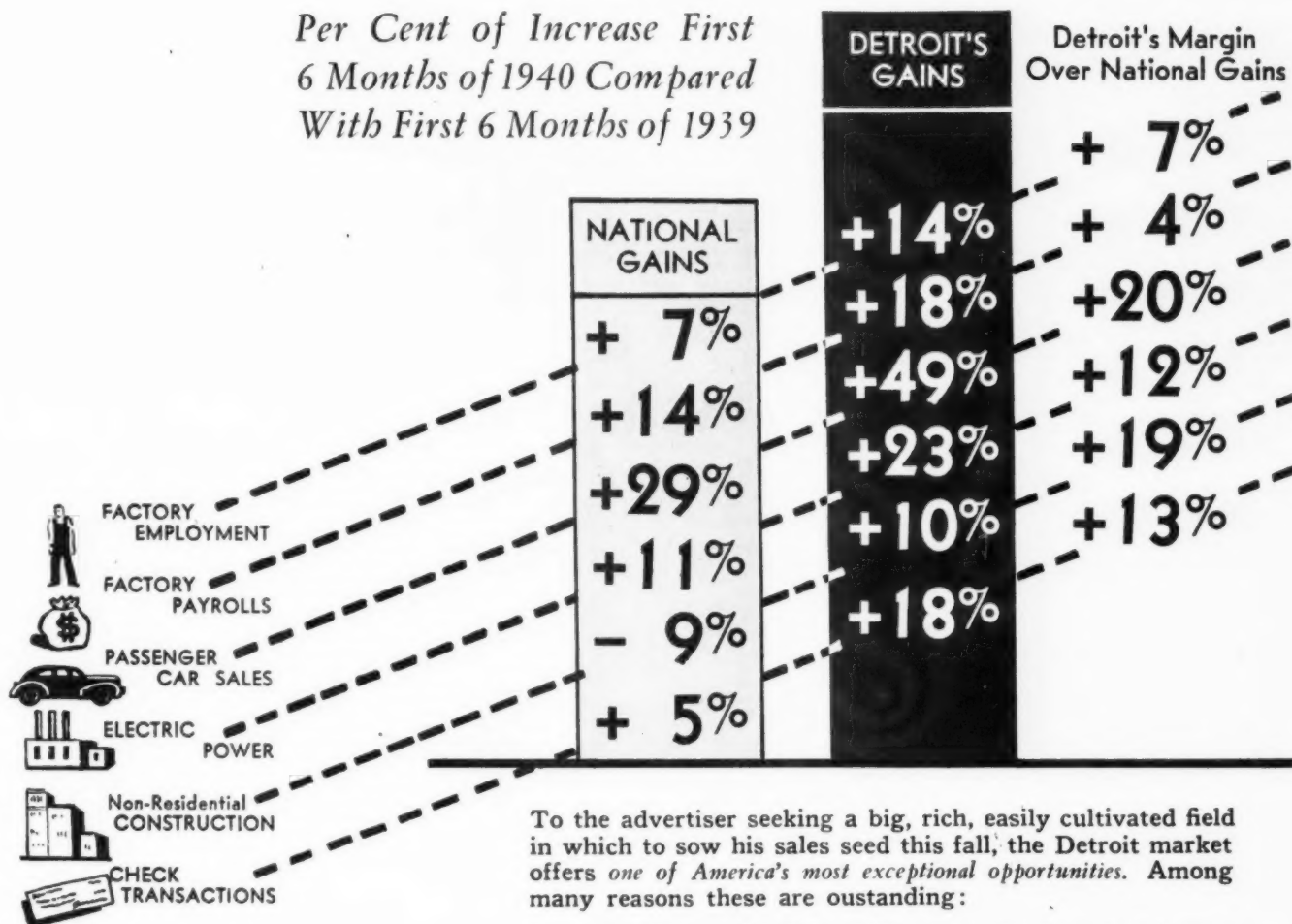
or, likewise, who shall be promoted to better jobs.

After long observation and experience, I can advise sales executives to follow this procedure: Call in a consultant for the original survey and study, for the original analyses, and for the development of the formula for selection and appraisal of salesmen. After that, it is easy for any company to carry on.

(In the conclusion to this article, to appear in SALES MANAGEMENT for September 15, Mr. Klein will summarize briefly three case histories to show three separate approaches to the application of aptitude testing to the problems of three different companies. No attempt is made to draw any hard and fast conclusions from these instances. Rather, they reveal interesting possibilities for the refinement of the technique of aptitude testing, and indicate definitely that systematic testing of this kind, properly applied, will ultimately take some measure of the gamble out of hiring salesmen. Because so many companies are just beginning to do aptitude testing, no body of research data yet exists in most of them which covers a long enough period, or enough men, to constitute anything which can properly be called proof. However, we do know this: In many cases where aptitude testing has been intelligently done, the trend is unmistakably toward greater accuracy in appraisal of actual or potential sales ability than has heretofore been possible under methods of hiring which rely almost entirely on the judgment of executives.—The Editors.)

Half-Year Figures Show Detroit Far Ahead of National Average in Important Business Gains!

Per Cent of Increase First 6 Months of 1940 Compared With First 6 Months of 1939



To the advertiser seeking a big, rich, easily cultivated field in which to sow his sales seed this fall, the Detroit market offers one of America's most exceptional opportunities. Among many reasons these are outstanding:

1. Detroit industrial activity has *already* enjoyed more than a half-year of near-record gains in nearly all major divisions. Buying power, resulting from steady employment and increased payrolls, is high.
2. The ease and economy with which the Detroit market can be covered is unique in major markets. Here, one newspaper, The Detroit News, reaches 63½% of all the regular newspaper-reading homes of the city and has 80.5% of its total city and trading area weekday circulation HOME DELIVERED by exclusive News carriers.

Investigate the exceptional sales opportunity offered by the Detroit market—and The Detroit News—NOW!



The Detroit News

THE HOME NEWSPAPER

New York: I. A. KLEIN, Inc.

Chicago: J. E. LUTZ



1



2

DESIGNING TO SELL



3

1. New Kensington: The Rodney desk set, including blotter holder, correspondence rack, memorandum book and letter opener, are new to the Kensington, Inc., line. The special alloy of aluminum, from which Kensington products are made, is an extremely hard metal which obtains its lustre without plating and retains it without polishing.

2. New Feathers: General Foods' Swans Down cake flour package has been redesigned "to keep pace with modern trends in food merchandising and product design." The deep red package with the white swan trade mark (left) has given way to the improved carton on which the swan illustration dominates. Swans Down's patented opener and resealer has been retained.

3. Deep-Freeze: Motor Products Corp's home storage locker for frosted foods is called the Deep-Freeze. Embodying a new principle of refrigeration, the Deep-Freeze "represents an important simplification in construction with an accompanying improvement in operating efficiency," holds a barrel of frosted foods in the food chest, keeps it fresh for months.

4. Study in Streamlining: The Universal desk—"a lesson in functional beauty and studied analytical design"—was styled with a view to use-convenience and the posture habits and physical welfare of students. Recently introduced by American Seating Co., Grand Rapids, the desk is one of several of the company's products recently styled by Designers for Industry, Cleveland, for "streamlined efficiency." Elimination of projections and frills makes for easier cleaning and removes injury hazards.



4



5

5. Color Control: G-E's Tel-a-cook lights, cooking temperature indicators heretofore available only on the company's de luxe ranges, have been added to the new G-E automatic roaster. Dial of the thermostat is divided into color segments, visible at all times.

6. Sandwich Pliaglass: Early American Sandwich glass was the inspiration for the crackle effect in Pioneer Suspender Co.'s pliaglass belts made of transparent plastic. Colored edges are also a new improvement.

7. Massage Master: Thur Schmidt & Associates has designed the Massage Master for Mardi Manufacturing Co., housing it in molded Durez plastic which protects the motor from oils and creams and gives the product smooth flowing lines and simple design.



6



7

**BIGGEST SALES
INCREASE IN
YEARS... SINCE
WE PUT VUEPAK
TO WORK FOR US!**



Increased shipments of Switzer "Old Fashioned" Licorice Twist have resulted with this Vuepak package, designed by Central States Paper & Bag Company, St. Louis.

How national candy manufacturer is using Vuepak to gain wider distribution and outsell competitive lines . . .

A single display idea, promoting a 400% sales increase! Fantastic? Not in the experience of the Switzer Licorice Company after its use of a counter display package made of rigid, transparent Vuepak. E. F. Aubuchon, sales manager of the Switzer Company, says:

"Our company specializes in 'penny candies.' Eight years ago, however, we introduced 'Old Fashioned' Licorice Twist to catch the five-cent candy market, and had reasonable success with it. Recently, we set out to increase sales and gain wider distribution of Licorice Twist, and, as a step in that direction, adopted a new Vuepak display package-unit. Results have far exceeded any expectation.

"By selling a combination deal—a conventional 24-item package *plus* a Vuepak package containing an additional 24 items, we have doubled our unit of sale. We still sell single units, of

course, but jobbers and retailers have been so enthusiastic for the Vuepak package that the combination deal outsells the conventional package by over 20 to 1. Naturally, the Vuepak unit is restocked by the dealer from his other package as candy is sold from it.

"Retailers want this rigid, transparent container so much that, in cities like Pittsburgh, New York and Boston, we have made large sales gains even when faced with selling against goods of manufacturers closer to these markets. The man behind the counter knows candy moves faster when it can be *seen*.

"All in all, our sales for 1940, based on the first six months, will average



about 400% better than 1939. You can certainly count on us to continue using Vuepak!"

★ ★ ★

Your product, too, will find added sales appeal in Vuepak! For information and names of fabricators, inquire: MONSANTO CHEMICAL COMPANY, Plastics Division, Springfield, Massachusetts. District Offices: New York, Chicago, Detroit, Birmingham, St. Louis, San Francisco, Los Angeles, Montreal.

MONSANTO PLASTICS

SERVING INDUSTRY . . . WHICH SERVES MANKIND



DESIGNING TO SELL



8



8. Two Versions of the Plastic Shoe:

Milady will wear plastics on her feet this Fall if the designers have anything to do with it. New York's Saks Fifth Avenue has the shoe to the left, which it calls "Glastique," the plastic being Union Carbide's Vinylite. Shoes to the right are made by coating textile cord with Monsanto Chemical Co.'s cellulose plastic, then crocheting the whole into "intricate designs giving the effect of scintillating jewels." This new material, says Monsanto, is highly versatile; furniture, mats and sporting goods are in the offing.



9

9. Vuepackage: A wallet and key case have been added to the brush and comb in Arco Metalcraft, Inc.'s, military combination, and the set packaged in Monsanto's rigid transparent plastic, Vuepak. The package, which also serves as a protective display for the product, was designed and produced by Wallace Paper Box Co.



10

10. Safety-Fill: The new gasoline hose nozzle recently introduced by the Opaco Division of American Machine and Metals, Inc., has an automatic shut-off feature to eliminate waste and assure full measure. A thirty-day test recently conducted in Fremont, Ohio, for the nozzle, brought results which are "rather unique in the industry," the company reports. "The percentage of fill-ups in the six stations in which the test was made was over 40%, and the gallonage sale of gasoline increased more than 50%." In addition to its other features, the nozzle "is ideal for night servicing as it ends the use of flashlights."

11. Masculine Angle: Maison Jurelle, New York, distributors of colognes for women, now has a cologne for men with a "fresh scent that is as masculine as a pipeful of tobacco." The brown leather cap and raffia-wrapped neck of the container and leather trim on the carton also bespeaks its purpose.

12. Memo Pad: American Zephyr Corp., New York, manufacturers of the Autodex telephone index, is introducing the Rolodex, a "touch control" memo sheet case for the executive who wishes to keep a memo pad handy and his desk neat at the same time. Near the front of the case on the top panel a plastic roller projects half above and half below the panel, underneath which is a pack of loose sheets. A finger touch to the roller brings one sheet forward. The Rolodex is molded in four colors of Bakelite: Black, walnut, burgundy and ivory.



11



12

Ad Campaigns

(Continued from page 21)

Keepsake Rings

A. H. Pond Co., Syracuse, N. Y., is advertising Keepsake diamond rings by full and half-pages in *Life*, *S.E.P.*, *Collier's*, *Screenland*, *Silver Screen*, *Photoplay*, *Glamour*.

Copy features the Keepsake "certificate of registration and guarantee" and offers a booklet, "Etiquette of the Engagement and Wedding." John B. Flack agency, same city, prepares it.

Dealers will also be supplied with such helps as counter and window displays, neon signs, radio transcriptions, newspaper mats.

Elevator Shoes

In Holy Writ it is stated that no man by taking thought can add a cubit (18 or 20 inches) to his height. To date this is true, but any man can take \$12.50 to a shoe store and add from one-and-a-fourth to two inches with "Elevator" shoes, made by Stone-Tarrow, Inc., Brockton, Mass.

September issues of *Life*, *S.E.P.*, *Esquire*, will tell men "Now You Can Be Taller than 'She' Is." The campaign, first national effort by S-T, follows an extraordinarily successful effort in New York City newspapers. Raymond Levy agency is in charge of both. The manufacturer, knowing that movie and stage stars have long paid \$50 or more for shoes that gave them extra height, determined to make a stock model for \$12.50. Various shoe outlets were supplied with "Elevators" and permitted to advertise them in their own way. Adler Shoe Stores, Gotham, began last April to employ the "Taller than She" headline in newspapers. Results were "eminently satisfactory."

Elevators are outwardly "just like other smart, fine quality shoes." Surprisingly, most buyers are not half-pint men, but range from 5 feet 5 up to 5 feet 9 inches. Having bought one pair, they come back for more (sports, evening models are available), not wishing to shrink and grow like an Alice-in-Wonderland character. The maker is telling shoe dealers these facts by direct mail and in a sales manual and is seeking new outlets. The national campaign will help establish consumer and dealer demand.

GWTW Gets the Air

Vick Chemical Co., N. Y., will sponsor that celebrated drama of the War Between the States, "Gone with the Wind," as a serial on a CBS hook-

up. Program starts October 1 or thereabouts and will run for a year. Few, if any, of the film cast will be in the radio version.

A reported price of \$500,000 (though that may be a Hollywood exaggeration) was paid by Vick to David Selznick for the air rights. Because the movie script was bought, and not the novel, Author Margaret Mitchell will not share in this fat sum. She received \$50,000 for the movie rights.

Some 1,500 newspapers will be used to call attention to the radio program. Stack-Goble agency, N. Y. and Chicago, is in charge of this part of the account. Morse International, N. Y., handles Vick's advertising in magazines, newspapers, etc.

Studebaker Expands

Studebaker Corp. will spend over \$1,000,000 in announcing its 1941 models. Some 1,500 newspapers (600 more than last year) will carry the first news as dealers receive their first shipments. Color will be used "extensively."

Magazines scheduled include *S.E.P.*, *Life*, *Collier's*, *Liberty*, *Time*, *Newsweek*, *American Boy*, *Country Gentleman*, *Farm Journal*, *Progressive Farmer*, *Hoard's Dairyman*, *Western Farm Life*.


A series of 15-minute radio programs featuring Richard Himber and his "Studebaker Champions" will go out on 90 stations. Agency: Roche, Williams & Cunyngnam, Chicago.

More Buyers, More Retail Sales
in the
Syracuse Market
than in any of these 6 states:

DELAWARE
VERMONT
NEVADA
ARIZONA
WYOMING
NEW MEXICO

453,321 individual buyers who spend \$154,110,000.00
at retail every year, or . . .

115,000 Families
covered by the
101,059 Daily Circulation
of the Syracuse Herald-Journal—or
9 out of every 10 families in Syracuse alone



Syracuse
HERALD-JOURNAL
The One Newspaper that Blankets
the Syracuse Market

The Advertiser Who Wants a Free Miracle with Every Insertion

There's a long list of common distribution sins, but advertising, it seems, takes the rap for every one of them.

BY BRASS E. TACKS

I GRABBED the train the other morning and tore out to the Hot Shot Distillery. I had a report that a.m. that made me positively boil. I was so provoked that I spent the entire train time reminding myself that the third rule of salesmanship is, "Remember that fighting with your prospect don't get you nowhere!"

But even so, when the time came, I couldn't help but open with "Sir, you know (two words censored) well that we should have your business. And if you can't give it to us, at least give me a sensible story to take home to the boss."

The tale is sad. Here it is. Our Alpha *Advance*, by every factor, is "first" buy for any liquor advertiser. So when the Hot Shot Bourbon campaign broke in Alpha, naturally, it broke with us, as, by all that's right and holy, it should. We promptly got to work. We surveyed the field. We put together a licensee list. Then we released a broadside (at our own expense). We spent real dough. We saw potential, the contract in our hands was substantial, we "cooperated" as never newspaper had cooperated before.

Build Ups and Let Downs

From the agency, from time to time, floated in lovely letters of "Thank you," "The client is appreciative," "We're all grateful for your fine work." If ever a deal looked like a marriage, this was it. Never have I seen a rosier set-up. Any banker would have lent us 60% on the contract.

The months rolled sweetly by. We'd inserted about one-third of the schedule, when suddenly an agency letter came in reading, "Please cancel—," and, in the *Argus*, that same day, was a Hot Shot ad!

So here was I (by an odd coincidence, the very next day) standing before the Hot Shot sales manager saying "—and so, Mr. H., after we gave you everything except our job press, what in the world made you switch?"

"Oh, calm down, Mr. Tacks. It's nothing, really. We've no complaint

against the *Advance*. It's just that our sales in Alpha haven't been what we'd expected them to be. Something had to be done and so we switched papers."

It would make about as much sense to say that because Uncle Joe isn't getting over his cold quickly, we'd better give him a manicure. My car hasn't been getting good mileage lately, maybe I need a new windshield wiper!

"I'm interested in your logic, Mr. H. (Interested?—I'm floored by it.) Go on."

"Well, as I say, 'something' is wrong. It's not the product, it's not the price, it's not the copy, it's not the sales force. Hence it must be the newspaper. It's the only questionable factor."

(I suppose that if the guy has a poor day at fishing, he throws away his rod and reel. Such logic!)

"And that's all there is to it?"

"Uh, huh."

"Oh, so we're a question mark. We're not a proved thing. Your other factors are—your product, your price, your copy, etc. But we aren't. Well, let me tell you—"

"Now, now, Mr. Tacks, no bloodshed please—"

"So we're not proved? Well I'd say we're about the only thing in your whole blank set-up that is!"

"We deal in mathematics. We know positively who we reach, how we reach them and how much money they have to spend. We know more about our readers than you do about the men who work for you."

Researches, Bow — and Exit!

"The ABC audits our circulation. The U. S. census shows our coverage. There's no single, itty-bitty detail of our private life that remains an unrevealed intimacy. Newspaper publishers just aren't allowed to be modest. If I asked you for a breakdown of your sales, you'd tell me it was none of my whatchamacallit business. You'd throw me out. But we tell you everything, absolutely everything—even how much those hot water bags we gave away cost."

"And Media Records certifies our

sales of lineage. Our every penny of income is set forth in an impartial, unbiased, authentic, accepted report. Minsky maidens have more secrets. Unproved?—look at these breakdowns of local liquor store advertising. What salesmen can present figures like those? And merchants, you know, are interested in only one thing—ding-dings on *their* cash registers. Empty chatter doesn't interest them for a moment. If we produce ding-dings, we get lineage. No ding-dings, and Media Records uses dashes.

"Then take these Polk and Market Research studies. Ask me anything about our families and I'll give you an answer. Does our average reader own a refrigerator?—what kind of car does he drive?—is there a telephone in his house?—what rent does he pay? It's all there, set forth with a shameful lack of decency that makes honest men blush.

Maybe Alpha Doesn't Drink

"We're wide-open, tried-and-true. You're just inflicted with an itch of impatience. You brought an unwanted product into a crowded field. You built up distribution to 10%, then gave us an insertion order and said, 'I want magic, real Aladdin-and-his-lamp stuff. Here are some pretty advertisements; now give us sales!'"

"But we didn't produce immediately. Of course we didn't. To begin with, John Doe, our average reader, had no interest at all in Hot Shot. He was quite happy with his old brands. They'd been his favorites for years. This newcomer was a stranger. He hadn't asked it to come into his life. Hence, in his wildest outburst of enthusiasm, he wouldn't say more than, 'Well, I'll try it sometime; I'll see what it's like.'

"We couldn't, just couldn't, make him throw down his paper, grab his hat and vow that ere the setting sun he'd have himself a bottle of this wonderful new elixir. Our readers just aren't built that way. Our acme of optimism was for a mild sort of resolve that sometime—when convenient—if he remembered—and if everything looked propitious—he might, mind you I said might, might try a bottle."

"So minded, he starts forth and asks his liquor man, 'Do you carry Hot Shot?' If the vendor replies, 'No,' then Doe is likely to say, 'Well, forget it, give me the usual.'

"And the chances of that vendor saying 'No' were ten to one. Out of every 100 stores, you had only ten. He'd have to show the persistence of a boarding-school female to take nine no's in the hope of eventually hearing

SALES MANAGEMENT

Screwy Sales Figures That Make Screwy Advertising Schedules

The lack of a proper breakdown of wholesale sales is responsible for the deficiency of proper advertising in many a potentially lucrative market.

BY BRASS E. TACKS

IN the Mid-west, halfway between Dubuque and Chicago, nestles a sweet little manufacturing center which, just for the fun of it, let's call Rockford (if there's going to be a suit, I prefer blue). It's a market of a quarter million people, each with a \$100,000 dollar bill tucked under his arm at unsurprising times. It's an urban, modern market; self-sufficient, independent, non-overlapping. Retically, the selling of it possibly involve a single head, well, here's a story:

The scene is in a sales meeting. Mr. Hurryup is telling his "why." John comma, work he bothered to pause. John one Miss Fl in, says "Hurryup me" and three-min window, tightens his s closes his mouth why we both skit, his ro Finally, M says—"so we're not in coming in!"

They Use It, B

"Why?—which why?—missed it, Mr. Hurryup. What reason?"

sales figures indicate is sold in Rockford. I use the word. "Where are you?" "I live in Rockford." "Write me a letter on it, if I want. I'll have one of my Chicago men look in on it." "But we don't want a bookkeeper to prevent your making money, do you?"

Someone Has Shown The True FACTS About Rockford

Thanks Mr. Brass E. Tacks (in Sales Management August 15) for telling a sales-minded audience that "wholesale territories follow no set lines," that "wholesale figures are worth just about nothing at all as guides for the setting up of advertising lists."

Second largest machine tool center in America, Rockford is more than a "sweet little manufacturing center." It's humming with business. As Brass E. Tacks pointed out wholesale figures are inadequate to determine merits of markets such as this. Sales Management, Forbes, Babson certainly say it's one of the best places for business this fall. Retail sales, employment, payrolls, lineage, now way up, point the way. Let a newspaper campaign in Rockford help you cash in on greater sales during the coming months.

They Use It, B

"Why?—which why?—missed it, Mr. Hurryup. What reason?"



Rockford

Register-Republic
MORNING STAR

THE TEST CITY OF THE MIDDLE WEST

it's awfully easy for wholesalers today to cover large territories."

"I wonder why my Chicago office didn't bring this up."

"I asked them once. They simply shrugged their shoulders and showed me a form letter. It said, over your signature, that all field men positively must keep hands off all advertising questions."

But why carry this further? You can guess how the story ends. Mr. Hurryup queried his Chicago office, received a quick "yes" answer and immediately added Rockford to his schedule.

Isn't all of this just a little on the absurd side? Yet every word is based on fact. One of the biggest (and usually most sensible) of outfits was involved. Mr. Hurryup, it's true, is a busy guy. Even so, should he say "—being so busy, don't expect me to stop and study individual markets; I'll lay down an advertising policy and let that handle things automatically!"

Now Everyone Knows

what can happen. Sales figures, to be sure, are not the only thing that can happen. Sales figures, to be sure, are not the only thing that can happen. Sales figures, to be sure, are not the only thing that can happen.

big-shot on to the drug store today, that's the whole story. Another goes obviously, about the same thing.

is a big shot. Another goes obviously, about the same thing. Another goes obviously, about the same thing.

a yes. You wouldn't do it, so why expect him to?

"Now you've switched away. After months of working our heads off, we have your distribution picture improving. We've developed a little trade interest in Hot Shot. Consumers seem to recognize the name when they hear it.

"But, because you sit out here at the distillery staring at sales figures that

were created back in the old dark days, you think your campaign has been a miserable failure. So you've handed your business to the other paper and asked them to be magicians.

"Come clean. Confess. Isn't there just one 'question mark' in this whole affair? Isn't it, 'What is this thing called advertising anyway? And how is the blinkety-blank thing used?'"

ADVERTISING AGENCIES

Durstine's Case for the Smaller Agency

Before Roy Durstine opened his "compact" agency last year somebody suggested that it would be a good idea to offer a service to help advertisers choose their agencies. Although the method of doing this was never completely worked out, "it would not have been the competitive oratorical contest known as presentations," says Mr. Durstine in a discussion of the "trend toward the smaller agency," recently released by Roy S. Durstine, Inc., New York, in folder form.

Durstine did attempt, however, to appraise the advantages and disadvantages of the large and the smaller agency. These the folder lists "with, we hope, only a reasonable amount of bias."

The surface advantages of the large agency Mr. Durstine sees as man-power, which means that there are plenty of people to pour into any situation; resources of departments with specialists and files full of data on every type of medium; and a reservoir of experience because "somebody around the place has done almost anything you can bring up."

The smaller agency, too, has its surface advantages, these being personal attention of principals to see that every client gets some of the best brains the agency has to offer; a realization of the importance of a record on each account because the smaller agency grows bigger by doing a good job for each advertiser; and an awareness of money values—a realization that appropriations are made up of the same kind of dollars as agency salaries or rent or travel expense.

Under-surface disadvantages of the large agency are listed as impersonal attitude, inflexibility, service and ideas no better than the individuals delivering them, two kinds of money—"theirs and yours," and the fact that big accounts support and sometimes overshadow smaller accounts.

On the other hand, Mr. Durstine sees as the disadvantages confronting the smaller agency the lack of experience, the fact that principals of the agency are often juniors from some large agency, the work is spread too thin; facts are not always accessible, and the agency often is unfamiliar with "big league operations."

A small agency itself which only in April got its first major account, that of Crosley Corp., Roy S. Durstine, Inc., started out last July as a "personal touch agency." "This is the first time, so far as we know," says the agency's head, "that a group of mature advertising executives, seasoned in dealing with important problems for leading advertisers, is devoting all of its time to the business of its clients."

Durstine's group of seasoned advertising executives include, besides himself, Arch T. Gardiner, who came from the Chicago office of BBDO and for twenty years has turned "so-called market surveys into interesting human studies of people, families, communities, cities and sections"; Ted Little, who left Lord & Thomas, where he headed the Frigidaire account in Chicago and Dayton, to open Durstine's Cincinnati office when the agency secured the Crosley account; Matty Hufnagel, former head of the outdoor department at BBDO; Harvey Spooner, art director, who "in a comparatively short career has covered a lot of ground" at Doremus & Co., Lord & Thomas and BBDO; Marsh K. Powers, former head and creative chief of the Powers-House Co., Cleveland, "who brings to copy assignments the 'reader-minded pen'"; and Walter J. Daily, who brings to the advertisers' conference table a long experience on both sides of the desk, "having been for eight years advertising and sales promotion manager and member of the sales committee for General Electric in Cleveland."

With this group, and the Crosley account running smoothly, Durstine feels that his small agency can prove, rather than promise that it knows how to make a distinguished advertisement, that he knows how to run an agency.

Carroll Rheinstrom Becomes Ward Wheelock Partner

Resigning as advertising director of *True Story* magazine, Carroll Rheinstrom last fortnight joined Ward Wheelock Co., Philadelphia agency, as a partner in the firm and vice-president in charge of the agency's New York office.

Mr. Rheinstrom's most recent agency connection was that of copy chief with Lennen & Mitchell. In 1922 he left the agency field to go into the publishing business,

specializing in market and copy research, and is credited with developing advertising's first large scale surveys of the purchasing power of the lower income groups and sponsoring early magazine copy testing work which was the predecessor of present copy testing services.

In collaboration with Kenneth M. Goode, Mr. Rheinstrom is the author of "What About Advertising," a Harpetz & Bros. best



Carroll Rheinstrom
... partner in
Ward Wheelock
Co.

seller on advertising copy. He is also the author of a case book on measured copy results, "Psyching the Ads," and a contributor to the business press.

Toledo Agency Names New Management

Harold Merillat has been named president of U. S. Advertising Corp., Toledo, succeeding Ward M. Canaday who becomes chairman of the board of the agency. For the past three years executive vice-president and account executive on the Libby-Owens-Ford account with U. S. Advertising, Mr. Merillat is well known in the advertising agency field, having for seven years conducted an independent merchandising and layout service in Detroit. Before that time he was with Grace & Holiday.

Succeeding Mr. Merillat as executive vice-president and general manager, is John Toigo, formerly a vice-president in the Chicago office of Campbell-Ewald Co. and account executive with such agencies as McCann-Erickson, Lord & Thomas and BBDO.

George Piper, who for eight years was director of research for Montgomery Ward and for the past three head of his own research and market analysis firm in Chicago, has joined the agency as second vice-president in charge of market research and analysis.

Personnel Changes

Craig Davidson, who joined Compton Advertising, Inc., New York, in 1939, after several years of visualized sales training work for companies in the food industry, has been elected a vice-president of the agency. Lester H. Schroeder, formerly with Blackett-Sample-Hummert, Inc., has joined the Compton media department.

Hal A. Salzman, Inc., New York, has announced the formation of a radio publicity department headed by Ken Williams, formerly with the New York Daily News and *Journal-American*, and Harry Davis, at one time publicity director for the Venezuelan Government and Pilot Radio Corp.

Henry E. Krieger has been elected secretary-treasurer of Erwin, Wasey of the Pacific Coast, succeeding the late Fred H. Lynch. Mr. Krieger has been with the agency for 15 years.

Duane Jones has resigned as executive vice-president and general manager of the New York office of Blackett-Sample-Hum-

mert, Inc., to join Maxon, Inc., as a partner in the firm, taking along with him the account of B. T. Babbitt, Inc., makers of Bab-O. His headquarters will be in New York. The change marks Mr. Jones' second association with Maxon; he first joined the agency in 1932, resigning later to join Benton & Bowles, thence B-S-H.



Duane Jones . . . takes Bab-O to Maxon.

William A. Schautz, Inc., New York, has announced the following changes in the agency personnel: K. Stuart Lyle, account representative in the New England territory, has been elected a director of the company; George I. McIlwain, formerly associated with Standard Brands, has joined the sales and contact staff; George Traendly, for 13 years associated with Doremus & Co., has been named head of the production department; and Willard F. Weiser, formerly of McCann-Erickson, is now head of the agency's accounting department.

Russell E. Pierce, publicity director of Warwick & Legler, Inc., New York, for the past seven years, has resigned to become director of radio publicity and promotion for the New York office of N. W. Ayer & Son.

J. W. Pepper, Inc., New York, has announced the appointment of Robert M. Brill as business manager of the agency. Formerly in the advertising department of the New York Times, Mr. Brill was until recently president of Brill Brothers chain of men's clothing stores.



Robert M. Brill . . . J. W. Pepper business manager.

Donough Prinz has resigned from Maxon, Inc., Detroit, to join the field merchandising staff of Leo Burnett Co., Chicago, to work on the American Meat Institute account.

Dale Fisher, copywriter for Aubrey, Moore & Wallace, Inc., Chicago, has joined the copy staff of the Chicago office of Young & Rubicam.

Edward T. Sajous, formerly sales promotion manager of General Foods, Inc., has joined Ivey & Ellington, Inc., Philadelphia.

Hazel Gwynn, for several years a copywriter with Young & Rubicam, Inc., New York, is now on the copy staff of Lennen & Mitchell, Inc., same city.

Ralph H. Jones Co., Cincinnati, has appointed Malcolm MacPherson as assistant publicity director under Charles M. Robertson, Jr., radio director. Mr. MacPherson was formerly with General Motors Corp.

Account Appointments

To: J. M. Mathes, New York, Houbigant Sales Corp., to handle the advertising for the company's Cheramy line of women's toiletries and Fougere Royale men's toilet articles. T. D. Mathes is the account executive.

To: N. W. Ayer & Son, Philadelphia, the \$250,000 recruiting campaign of the War Department to be conducted in about 700 daily and weekly newspapers and sectional farm papers. John Breiel, account executive.

To: Green-Brodie, Inc., New York, Prentice-Hall, Inc., publishers. Newspapers, magazines, trade papers and direct mail will be used.

To: Brisacher, Davis & Staff, San Francisco office, Na-Stim Laboratories, Inc.,

makers of a nasal stimulant for hay-fever sinus and head colds. Newspapers, radio and direct mail will be used. Van Camp Laboratories has appointed the same agency to direct the advertising for its Sea Pep sardine oil in farm and poultry journals.

To: Gray & Rogers, Philadelphia, Mead Sales Co., to assist with the planning of sales promotion and advertising for the mill-brand papers made by the Mead Corp., Chillicothe, O., and its subsidiaries, Dill & Collins, Inc., and Wheelwright Papers, Inc. Current plans call for the use of business papers in the graphic arts field and the publication of a quarterly paper demonstrator.

To: John H. Riordan Co., Los Angeles, Northrop Aircraft, Inc. Aviation publications are being used on the initial campaign scheduled to start soon.

99.79% SOLD

At Full List Prices

Latest A.B.C. figures show that the average monthly net paid circulation of Popular Mechanics for the first six months of 1940 was

600,646

and 99.79% of those subscribers and newsstand buyers paid full list prices for this 25-cent magazine.

At a quarter on the newsstands it led the mechanical magazine field though other magazines sold for only forty to sixty per cent as much.

Advertisers can reach this market of six hundred thousand men buyers of this 25-cent magazine at a startlingly low cost. At the one-time rate, the cost is \$1.45 per page per thousand, and at the twelve-time rate, \$1.29.

For any product men buy or have a hand in buying use Popular Mechanics.

POPULAR MECHANICS Magazine

200 East Ontario Street, Chicago, Illinois • New York • Detroit • Columbus

MONTREAL
TORONTO
WINNIPEG

GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA
CALGARY
EDMONTON
VANCOUVER

**I KNOW WHAT I
WANT WHEN
I WANT IT!**



Flying shuttles in the mills. Drafting, draping and designing in the factories. Snap judgment of buyers. Merchants and distributors stocking merchandise. And in your every move for profit women have already decided what they will buy.

For instance: Before styling his fall line, a manufacturer of women's wear wanted to be reasonably certain what type of Autumn outfit Miss and Mrs. America were most likely to demand. Would it be sports or dress? — tailored or informal? Instead of relying on hunches, he used the modern technique for being certain — a consumer survey was undertaken to predetermine the style trend.

Ross Federal supplied the answers. In a nation-wide study, ten thousand women

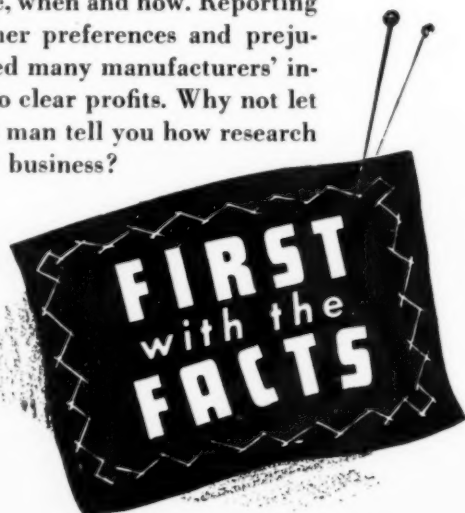
were interviewed and they definitely stated what type of outfit they intended to buy this fall.

More than that—the manufacturer got a clear forecast of next season's potential market.

And wonder of wonders, only 2% of the women queried could not answer the questions because they had not made up their minds. 98% knew what they wanted.

Daily, Ross Federal Research is giving business the answers to what the consumer will buy, where, when and how. Reporting factual consumer preferences and prejudices has turned many manufacturers' incipient losses to clear profits. Why not let a Ross Federal man tell you how research will help your business?

ROSS FEDERAL RESEARCH
CORPORATION 18 EAST 48th STREET • NEW YORK
AND 31 KEY CITIES FROM COAST TO COAST





Magazine News

Life announces, effective with the April 7, 1941, issue, a circulation guarantee of 2,500,000, and a proportionate increase in rates. The new one-time black-and-white page rate will be \$7,100.

The publisher's statement for the first six months of 1940 will show an estimated average circulation of 2,860,484, according to Howard Black, advertising director.

* * *

The Fall issue of *You* shows an advertising revenue gain of 133%, reports J. R. Spadea, advertising manager. "This increase follows a gain of more than 100% for the Fall of 1939 over 1938." Fawcett Women's Group announces the highest October advertising revenue of any October issue in the history of the company—11.6% ahead of the same month of 1939, which until this year was the largest October.

* * *

Friday, pictorial magazine, will use approximately 1,000 dramatized one-minute announcements on 42 radio stations in 27 cities to promote circulation this month. The extensive promotion campaign follows a test in four cities. Electrical transcriptions will present stories from the magazine's contents, says H. C. Morris & Co., advertising agency for *Friday*.

* * *

A full-page two-color ad in the *Saturday Evening Post* opened "the heaviest promotion activity" in *Newsweek's* history. The program consists of space in national magazines, a 42-station network show on the NBC-Blue, "extensive newspaper space in large cities," trade papers and direct mail. *Collier's* is running a newspaper promotion series in dailies of New York, Chicago, and Detroit.

* * *

"Eddie the Media Man" and his "educated window shades," a series of booklets telling the reader-spender story, was erroneously described as issued by *Cosmopolitan* in this space in the August 15 issue. The booklets were published by *Country Gentleman*, to whom apologies are extended.

* * *

Harold L. Dawson has been appointed advertising manager of Modern Magazines, N. Y. Duncan A. Dobie, Jr., has also been appointed eastern advertising manager. Both have been with the company for many years.

* * *

Pauline Rawley has been appointed food and home economics editor of Fawcett Women's Group. She was formerly home economist for the Atlantic & Pacific Tea Co., and home counsellor and shopping reporter for *Women's Home Companion*.

* * *

Charles Douglas Jackson has been elected v.-p. of Time, Inc., publishers of *Time*, *Life*, *Fortune*, *Architectural Forum*, and



No newshawk he, but one of *Time's* bright young men of the executive staff.

March of Time. He was formerly assistant v.-p. and general manager of *Life*. He joined Time, Inc., in 1931 as assistant to the president.

* * *

Motor has issued an "honor roll" of advertisers who have used its Automobile Show issue in the last 36 years. Some who were in the 1904 issue, and who appeared also in 1939, were Cadillac motor cars, National Battery, and Oldsmobile. Hudson has taken space in every issue since 1910.

Annenberg Publications Change Name to Guide

Magazines published by M. L. Annenberg are to be known as the Guide Magazines, New York. Ed. Zoty has been made publisher and Harry Hayden, advertising manager.

Advertising units have been rearranged. *Screen Guide* and *Movie-Radio Guide* are now available separately or as the Guide Screen Unit; *Actual Detective Stories*, *Intimate Detective Stories*, and *Official Detective Stories* are available as Guide Detective Unit. *Click* is offered separately to advertisers.

Fashion, Volume 1, Number 1

The new Delacorte magazine, *Fashion*, made its debut August 22 in a 64-page and cover issue which received 17% pages of advertising support from such houses as Cannon Mills, Celanese, Helena Rubenstein, Printz-Bederman, R. J. Reynolds, Princess Pat, Waldes, Richard Hudnut and Elizabeth Arden. The editorial purpose of the magazine is to tell readers how to dress and live with elegance and distinction—and to do so without spending a great deal of money.

Advertising Chewing Gum

A possible new medium—advertising chewing gum—has made its debut with the opening of New York offices of Arnold, Prescott & Butler, Inc. Sticks of chewing gum have their wrappers imprinted with trade marks, slogans, and selling copy. These are distributed by salesmen to prospects and customers.

Such firms as Underwood Elliott Fisher; Standard Oil of Indiana; Delaware, Lackawanna & Western Coal Co. (Blue Coal); and Florsheim Shoe Co. have been using

the new product "with marked success," according to Edward Arnold, president of the company.

Bolte to Taylor & Co.

Brown Bolte has become v.-p. and advertising director of G. R. Taylor & Co., Inc., Irvington, N. J., national distributors of motion picture advertising. He will be in charge of the company's sales and advertising activities, with headquarters in New York. For the past three years Mr. Bolte was manager of merchandising of Scott & Bowne and subsidiaries, and more recently director of sales of Scott & Bowne Vitamin Corp.

Trade Paper News

Good Packaging, a monthly journal devoted to the packaging industries of the

ONLY SEVEN CITIES IN OUR NATION EXCEED HOLYOKE



In Expected
Increased Sales
For September.

Sales Management's impartial analysis of all cities each month has scored Holyoke — four consecutive months as leading city in New England.

HOLYOKE

has steadily stepped up its own record to make it not only first in New England but tied for eighth in the United States.

Rarely does an advertiser have opportunity to buy "spot coverage" of a market of major importance at such a low rate.

HOLYOKE

will stay high in preferred list of cities because present orders will require weeks and months of steady work to complete.

We recommend frequent insertions of advertisements for your participation in this genuine prosperity.

Holyoke, Mass.— Transcript-Telegram

18,856 Evenings Only

Represented by
Julius Mathews Special Agency
New York, Boston, Chicago,
Detroit



YOU WANT PROFITS

From DYNAMIC DETROIT
— So do WE. If you are a manufacturer with products or equipment that can be PROFITABLY MARKETING in Michigan and Northern Ohio a group of DETROIT SALES ENGINEERS, Graduate CIVIL, MECHANICAL and ELECTRICAL ENGINEERS with PROPER INDUSTRIAL CONTACTS in this area are interested in receiving complete details regarding your products. Write,

PAUL B. WALDIN
308 BOULEVARD BLDG.
DETROIT, MICHIGAN

11 Western states, makes its bow September 1. Published by Dean & Patterson, Ltd., San Francisco. The new journal will "point the way to better packaging practice" among western producers of package goods, according to its publishers.

Samuel G. Krivit, president of Guildhall Publications, New York, has bought *Photographic Retailing* from Harry Burdick of Photographic Press, Chicago. Editorial offices will be moved to N. Y. Howard Shonting, formerly with *Motion Picture Herald*, *Motion Picture Daily*, *American Camera Trade*, and *Photographic Dealer* has been appointed editor.

Kenneth D. Moslander is appointed associate editor of *Machine Design*, Cleveland. . . . Willard Plant has been made western manager of *Liquor Store & Dispenser*, with headquarters in Chicago. . . . Stanley Smith has been made western manager of *Purchasing*, headquarters Chicago.

Atkins Publishing Co., publishers of *Children's Institutions* and the *Camp Director's Handbook*, appointed William R. Stewart, Chicago, to handle Western accounts and N. L. Huebsch, N. Y., to represent the firm locally.

CBS Launches 22 Short-Wave Programs to Latin America

To "tighten the ties between the United States and its Latin-American neighbors," a series of 22 short-wave programs has been inaugurated by the Columbia Broadcasting System.

Transmitted over Columbia's two international stations, WCBX and WCAB, the broadcasts originate in the Inter-America House at the New York World's Fair. They will continue until the Fair closes in October. Editors of the *Importer's Guide*, a trade publication, prepare the series. Says Eugene Sitterly, publisher of the magazine, "Each broadcast is dedicated to a separate American nation. Each is devoted to the contributions—cultural and commercial—made to the United States and

the world by these nations. Each extends a greeting by a person prominent in inter-American relations from the United States to the people of the particular country with which the program is concerned."

Ten Key Mutual Stations Reject ASCAP Licenses

"Effective January 1, 1941, stations WGN, Chicago; WOR, Newark; WKRC, Cincinnati; WAAB, Boston; WHK and WCLE, Cleveland; KHJ, Los Angeles; KFRC, San Francisco; KGB, San Diego; and KDB, Santa Barbara, will not be able to originate any programs containing ASCAP music to Mutual, or broadcast any such programs transmitted to them from other stations," Fred Weber, general manager of the Mutual Broadcasting System, announces. Thus another volley is fired in the battle of music copyright control between Broadcast Music, Inc. (BMI), and American Society of Composers, Authors, and Publishers (ASCAP).

Mr. Weber pointed out that "Mutual does not originate programs, but merely makes available to members and affiliates programs originated by other members and affiliates. Accordingly, questions involving music copyrights in connection with such programs most ultimately be decided by the member and affiliate stations."

The National Association of Broadcasters, Washington, has published a pamphlet, "Let's Stick to the Record!", which is a compilation of questions and answers in explanation of the BMI-ASCAP controversy.

Chapters set forth the roll of ASCAP and the music and broadcasting industries; internal administration of ASCAP. "The policies of ASCAP and ASCAP publishers do not encourage creative talent in this country, but rather restrict and stifle its development," the pamphlet concludes.

"Steady Progress" at FM

FM Broadcasters, Inc., New York, "a non-profit organization representing the leading FM groups and devoted to the development of frequency modulation" announces that among over 150 applications expected to be filed with the Federal Communications Commission before January 1 are many with coverage areas in excess of 15,000 square miles, and even as great as 35,500 square miles. This is contrary to the opinion of many people who believe that FM has only a limited sphere of coverage.

"Among applications already filed are many that seek high-power in the nature of 50,000 watts. NBC, New York; WGN, Chicago; WTMJ, Milwaukee; WHN, New York; the Yankee Network, etc., are in this category." A dozen radio manufacturers have new FM sets in production that will be introduced to the Fall market. Most of the new sets are of the combination type, designed to receive either FM or standard broadcasts by simply turning a switch.

Station WTSP, St. Petersburg, Fla., has appointed Radio Advertising Corp., New York, as national representatives. . . . Two Tennessee stations—WOPI at Bristol, and WKPT at Kingsport—have joined the National Broadcasting Co.'s southeastern group. NBC's combined network now numbers 198 stations.

William J. Murphy succeeds Ken Robinson as head of NBC's central division continuity department, Chicago. . . . John M.

SALES MANAGEMENT



Sound economics, with an echo in your sales. So ship your goods the fast way—by top-speed RAILWAY EXPRESS—and tell your trade you're doing it. They know RAILWAY EXPRESS and what it means to them: Orders rushed by fastest trains via the quickest routes, and de-

livered direct to their doors, in all cities and principal towns, ready for display and sale ahead of competitors. That's modern merchandising; and it keeps inventories down. RAILWAY EXPRESS rates are low and economical. The service is nation-wide—23,000 offices.

RAILWAY EXPRESS
AGENCY INC.
NATION-WIDE RAIL-AIR SERVICE

For Super-speed Use
AIR EXPRESS—3 miles a minute.
Special pick-up—Special delivery

Cooper, news editor of WBZ and WBZA, Boston, has been named director of publicity for station KDKA, Pittsburgh. . . . Cecil Hackett has been named director and general manager of WINS, New York, by Hearst Radio, Inc. Mr. Hackett was formerly with stations WHN and WMCA, New York.



Columbia Broadcasting has given Thomas D. Connolly new responsibilities.

Thomas D. Connolly, CBS sales promotion executive, has been appointed to the newly created post of manager of CBS merchandising service. The service includes special campaigns for individual programs and particularly for new series.

Before joining Columbia about two years ago, Mr. Connolly was advertising director of Abraham & Strauss, Brooklyn department store, and before that was sales manager, publicity director, sales promotion director, and advertising director of John Wanamaker in New York.

Mutual Broadcasting System has issued a promotion piece entitled "Air-rithmetic." It explains how Mutual "allows clients to be just as 'picky and choosy' as they wish in their selection of stations. We, at Mutual, intend to continue this practice, not because we see any special virtue in pampered clients, but because we believe there will always be a need for flexible and adjustable network radio advertising. . . . However, Mutual is in a position to provide wholesale coverage of the United States at the drop of a signed contract. . . . If your advertising strategy warrants the use of 76 or more Mutual stations, you're about to discover the biggest bargain since the Louisiana Purchase."

"With the help of the pencil on the cover," "Air-rithmetic" is ready to save you "20%-30% on Mutual's new Volume Purchase Plan."

Ross Federal Starts New Radio Research Service

Last week William J. Shine, director of research, Ross Federal Research Corp., New York announced plans for the inauguration of a new service for time buyers, with the first report scheduled for release about October 1. This new service will provide information on the field strength of radio stations in 300 cities plus the results of 1,500,000 radio coincidental calls which will show the listener-preference for stations in the same cities. It will, therefore, be possible to determine at a glance what stations render adequate and useful service and which of these stations by reason of their program service attain the largest audiences. The new service will be issued under the direction of Edgar Felix, who has been furnishing coverage reports on the physical service and distribution of radio during the past four years.

Dial-Lite Radio Program Guide Starts October 1

Dial-Lite, Inc., Chicago, will begin publication of a weekly radio program guide October 1. Through controlled circulation, initial issues will reach 500,000 farm families in ten Midwest farming areas. In addition to the program guide section, *Dial-Lite* will contain radio feature stories and news edited for its rural audience. Test copies were sent to 20,000 rural residents last April. Some 52% of the recipients signed cards saying they would like to continue receiving the magazine.

R. E. Lindgren is president of the company and has opened eastern offices in N. Y. William P. Baker, for six years western sales manager of *The American Weekly*, is associated with him as eastern sales manager. Kenneth Carpenter, for the last six years sales manager of the Chicago division of NBC, is v.-p. in charge of *Dial-Lite* sales. R. L. Brown is editor of the magazine.

Col. Knox Leaves Chicago News "for the Duration"

Col. Frank Knox, Secretary of the Navy, and publisher of the *Chicago Daily News*, has turned over control of the paper to a three-man board.

Paul Scott Mowrer, editor-in-chief; Lynn E. Aldrich, treasurer; and George F. Hartford, advertising director, will manage the paper, of which Col. Knox has been editor. The *News* recently advocated the election of Wendell Willkie.

The *Newark Evening News* has published a pocket-size "school, college, and professional football schedule booklet." The booklet, which is being distributed free to sports fans in the Newark area, is believed by *News* officials to be the first such promotion piece to contain schedules of high schools and prep schools. "It's practically impossible to print enough booklets to meet the demand," asserts Tom Kenny, promotion manager.

ARE YOUR MILWAUKEE SALES WHAT THEY SHOULD BE?

If you're not completely satisfied with your Milwaukee and Wisconsin sales, I may be able to help through introducing you to a man who has a remarkable record as a salesman and sales executive. He is now sales manager of a reputable good-sized Milwaukee company and doing an excellent job, but opportunities there are limited because of an estate entanglement. Experience records prove that he is a good organizer, and a good trainer of men.

He is bright, hardworking and adaptable, and would quickly learn your line, its problems, its potentialities. He has a tremendous following with industry in Milwaukee and throughout Wisconsin.

He is 35, married, one child, and owns his own home. He's definitely worth considering as manager of your Milwaukee office if you're not completely satisfied with current results in that prosperous city.

**Philip Salisbury, General Manager
SALES MANAGEMENT
420 Lexington Avenue, New York**



**Get More
DEALERS, PROSPECTS,
SALES
with this
Proven Sales
Producing Plan!**

Here is a complete service and plan to stimulate your salesmen and dealers to greater action and greater sales, yet the cost to you is unusually small.

It's more than a prize plan and better than a cash bonus. Salesmen, dealers and their families are interested. 800 nationally advertised items are available to you at wholesale prices; complete sales plan and ten individual sales letter outlines to help your salesmen increase their sales are included. Can be used seasonally or throughout the year.

Results have been proven in actual use. Large, handsome, illustrated prize book explains details and shows 800 prizes that everybody wants. It's FREE for the asking. Write for your copy today.



SCOTT-NEWCOMB, INC.
1933 Pine Street
St. Louis, Missouri

The Most Effective Displays of the Year

These are the leading mentions in answer to the request, "Name five products whose displays you have used during the past year which you consider were particularly good in making sales. How did you get each one? Who installed it?"

1. DRUG STORES (254 Personal Interviews)

	No. Who Mention Each Product	OFFERED BY				INSTALLED BY			
		Mfr's Sales-man	Mail	News-papers or Radio	Other	Dealer or Em-ploye	Mfr's Sales-man	Installation Service	Other
DRUG PRODUCTS									
Alka-Seltzer	71	44	9	4	14	16	15	40	..
Squibb Products	59	34	12	..	13	18	15	24	2
Parke, Davis Products	18	15	2	..	1	9	3	4	2
Anacin	13	11	1	..	1	4	2	7	..
Bromo-Seltzer	11	5	2	1	3	4	2	5	..
Bayer Aspirin	10	5	3	..	2	5	1	3	1
Ex-Lax	9	4	1	1	3	1	5	3	..
Johnson & Johnson Products	9	6	3	8	1
Sal Hepatica	9	5	1	..	3	3	1	5	..
Vick's Vap-O-Rub	8	7	1	3	3	2	..
McKesson Products	8	6	1	..	1	3	2	3	..
Abbott Laboratories Products	7	4	3	4	..	3	..
Bristol-Myers Products	7	4	3	3	..	4	..
Lantern	7	7	1	2	4	..
Listerine	7	3	2	..	2	4	..	3	..
Bisodol	6	5	1	2	..	4	..
Swampfoot	5	4	1	3	2	..
Bauer & Black Products	5	4	1	3	..	2	..
Sub-total	269	173	43	6	47	91	55	118	5
Percentage	100.0	64.3	16.0	2.2	17.5	33.8	20.4	43.9	1.9
DENTRIFRICES, ETC.									
Colgate	63	33	20	..	10	24	13	25	1
Pepsodent	25	10	8	1	6	8	3	13	1
Ipana	16	8	3	2	3	8	3	5	..
Dr. Lyon's Powder	7	5	1	..	1	3	1	3	..
Dr. West's Toothpaste	6	3	1	..	2	4	..	2	..
Dr. West's Toothbrush	6	5	1	3	2	..	1
Sub-total	123	64	34	3	22	50	22	48	3
Percentage	100.0	52.1	27.6	2.4	17.9	40.7	17.9	39.0	2.4
CIGARS, CIGARETTES, TOBACCO									
Camel	37	29	2	..	6	..	13	24	..
Chesterfield	33	27	6	2	12	19	..
Lucky Strike	32	22	1	..	9	2	8	21	1
Old Gold	16	13	3	..	3	12	1
Sub-total	118	91	3	..	24	4	36	76	2
Percentage	100.0	77.1	2.5	..	20.4	3.4	30.5	64.4	1.7
COSMETICS									
Hinds	17	7	1	..	9	5	4	8	..
Coty	12	7	1	..	4	6	4	2	..
Lenthéric	8	8	2	3	3	..
Max Factor	6	3	2	..	1	3	..	3	..
Yardley	5	5	1	3	1	..
Sub-total	48	30	4	..	14	17	14	17	..
Percentage	100.0	62.5	8.3	..	29.2	35.4	29.2	35.4	..
LIQUOR AND BEER									
Calvert	13	12	1	1	1	11	..
Seagram	8	8	2	1	5	..
Schenley	7	4	3	1	2	3	1
Hiram Walker	5	3	2	1	1	2	1
Old Quaker	5	4	1	1	4
National Distillers	5	5	1	4
Sub-total	43	36	7	7	5	21	10
Percentage	100.0	83.7	16.3	16.3	11.6	48.8	23.3
SHAVING MATERIALS									
Tech Razor	8	6	1	..	1	2	3	3	..
Gillette Blades	7	5	2	2	1	4	..
Gem Razor	7	4	2	..	1	1	..	5	1
Sub-total	22	15	3	..	4	5	4	12	1
Percentage	100.0	68.2	13.6	..	18.2	22.7	18.2	54.6	4.5
HAIR PREPARATIONS, ETC.									
Fitch Shampoo	9	4	2	..	3	3	..	6	..
Vitalis	7	5	1	..	1	2	2	3	..
Sub-total	16	9	3	..	4	5	2	9	..
Percentage	100.0	56.2	18.8	..	25.0	31.3	12.5	56.2	..

(Continued on page 81)

Bell Ringer Displays of 1940 in 3 Lines

(Continued from page 20)

on page 3 is based on the total number of displays, with prominence in a "mass" display given equal weight with a dominant display.

Readers may argue this point, and contend that one is worth much more than the other. The editors leave it to readers to decide how the various types should be weighted. As an example there might be a ten to one differential between the value of the large and the small displays. If we adopt this arbitrary weighting plan:

10 points for windows devoted 90% or more to one manufacturer,

6 points for several manufacturers, but one outstanding,

4 points for small displays of up to a dozen makers,

1 point for "mass" displays with scores of items,

the standings of the leading companies would vary but slightly from the straight numerical count.

The following tables show the leaders in total mentions in answer to the question about the "up to five most prominently displayed products." Only a few companies achieved this rating in as many as 10% of all windows.

The Display Leaders

(Week ending June 8)

Drug Stores (529) Windows

Eastman Kodak products	46
Coca-Cola	44
Colgate-Palmolive-Peet products	44
Chesterfield	39
Tech razors	38
Squibb products	36
Lucky Strike	34
Alka-Seltzer	30
Camels	30
Modess	23
Bristol-Myers products	23
Pepsodent	22
Kleenex	19
Kotex	17
Larvex	16
Fitch shampoo	16

Grocery Stores (471) Windows

Kellogg products	50
Procter & Gamble	34
Wheaties	28
Canada Dry Products	24
Coca-Cola	23
Heinz products	22
Sunkist fruits	22
Monarch products	21
Libby products	20
Loose-Wiles crackers	17
Kix	15
Lipton's tea	14
Rinso	13
Lux	13
Shredded Wheat	13

Hardware & House Furnishings (250 Windows)

Vigoro	37
General Electric products	29
Pyrex	27
Eveready flashlights	23
Johnson's floor wax	22
Soilax	17
Disston tools	13
Old English wax	11
Stanley tools	11
Silex	11
Ferry seeds	10
Duco	7
Tru-temper tools	7
Nicholson files	7
Wilson sporting goods	7
Segal locks	7

The window-checking completed, the Ross Federal men then interviewed the store owners, asking them to "name five products whose displays you have used during the past year which you considered were particularly good in making sales. How did you get each one? Who installed it?" The complete answers to these questions are given in one of the big tables. High-lights are shown below:

Best Sales-Making Displays of the Year

Drug Stores (254 Owners)

Alka-Seltzer	71
Colgate dentifrices	63
Squibb products	59
Bristol-Myers products	39
Camel	37
Chesterfield	33
Lucky Strike	32
Pepsodent dentifrices	25
Kotex	24
Parke, Davis products	18
Kleenex	18
Eastman Kodak	18

Grocery Stores (218 Owners)

Kellogg products	29
Wheaties	28
Procter & Gamble products	28
Canada Dry	26
Libby products	19
Lever Bros. soaps	19
Coca-Cola	18
Campbell soups	17
Morton salt	14
Heinz products	14

Hardware & House Furnishings Stores (122 Owners)

Eveready flashlights	28
Johnson's wax	28
General Electric products	21
Vigoro	20
Pyrex	16
Soilax	16
Stanley tools	16
Mazda lamps*	14
Wearer Aluminum	10

Interesting differences in the distribution and installation practices in the three types of trade are shown at right.

* Not identified as to maker.

SEPTEMBER 1, 1940

The Most Effective Displays of the Year

(Continuation of table on page 80)

1. DRUG STORES (254 Personal Interviews)—Continued

	No. Who Mention Each Product	OFFERED BY				INSTALLED BY			
		Mfr's Sales- man	Mail	News- papers or Radio	Other	Dealer or Em- ploye	Mfr's Sales- man	Installation Service	Other
CANDY									
Whitman.....	10	6	3	..	1	6	..	4	..
Pangburn.....	5	5	4	1	..
Sub-total	15	11	3	..	1	6	4	5	..
Percentage	100.0	73.3	20.0	..	6.7	40.0	26.7	33.3	..
SUNDRIES, ETC.									
Kotex.....	24	14	5	..	5	10	5	8	1
Kleenex.....	18	9	6	..	3	11	..	7	..
Eastman Kodak.....	18	9	2	..	7	6	3	8	1
Agfa Films.....	15	7	5	..	3	8	4	3	..
Modess.....	14	7	4	..	3	7	1	5	1
Coca-Cola.....	8	8	7	1	..
Larvex.....	5	2	2	..	1	3	1	1	..
Sub-tota	102	56	24	..	22	45	21	33	3
Percentage	100.0	54.9	23.5	..	21.6	44.1	20.6	32.4	2.9
ALL OTHER PRODUCTS									
Percentage	368	234	53	3	78	144	81	133	10
Percentage	100.0	63.6	14.4	.8	21.2	39.1	22.0	36.1	2.8
TOTAL—ALL PRODUCTS									
Percentage	1124	719	170	12	223	374	244	472	34
Percentage	100.0	64.0	15.1	1.1	19.8	33.3	21.7	42.0	3.0

2. GROCERY STORES (218 Personal Interviews)

CANNED GOODS									
Libby's Products	19	12	7	18	1
Campbell's Soups	17	8	5	1	3	15	2
Heinz's Products	14	8	4	..	2	12	1	1	..
Dole Pineapple Juice	11	6	1	..	4	10	1
Monarch Products	11	8	3	8	3
Premier Products	9	4	5	7	1	1	..
Heinz's Soups	7	6	1	3	4
Del Monte Products	5	4	1	3	2
Sub-total	93	56	10	1	26	78	15	2	..
Percentage	100.0	60.2	10.8	1.1	27.9	81.7	16.1	2.2	..
CEREALS									
Wheaties	28	19	3	1	5	23	4	1	..
Kellogg's Products	18	12	3	..	3	9	8	1	..
Kellogg's Corn Flakes	11	5	3	..	3	9	2
Shredded Wheat	7	6	1	5	2
Kix	6	5	5	..	1	..
Corn Flakes (unidentified)	5	5	5
Sub-total	75	52	9	1	13	56	16	3	..
Percentage	100.0	69.4	12.0	1.3	17.3	74.7	21.3	4.0	..
BEVERAGES									
Canada Dry	26	22	4	8	14	4	..
Coca-Cola	18	17	1	12	4	2	..
Par-T-Pak	7	6	1	2	2	3	..
Welch's Grape Juice	5	3	2	5
Sub-total	56	48	8	27	20	9	..
Percentage	100.0	85.7	14.3	48.2	35.7	16.1	..
SOAPS AND CLEANSERS									
Procter & Gamble Soap	15	14	1	8	7
Rinso	12	7	4	8	2	1	1
Oxydol	8	6	2	3	1	1	..
Lever Brothers	7	6	1	3	3	1	..
Lux	6	5	1	5	1
Ivory Soap	5	5	4	1
Sub-total	53	43	..	1	9	34	15	3	1
Percentage	100.0	81.1	..	1.9	17.0	64.1	28.3	5.7	1.9
COFFEE, TEA AND MILK									
Folger's Coffee	12	11	1	6	8
Lipton's Tea	12	11	1	2	7	3	..
Carnation Milk	10	10	5	5
Pet Milk	7	7	3	3	1	..
Maxwell House Coffee	6	2	4	5	1
Chase & Sanborn Coffee	5	2	2	..	1	4	1
Sub-total	52	43	3	..	6	25	23	4	..
Percentage	100.0	82.7	5.8	..	11.5	48.1	44.2	7.7	..
MEAT PRODUCTS									
Armour's Products	9	5	1	..	3	6	1	2	..
Swift's Products	8	7	1	3	4	1	..
Armour Hams	7	7	2	2	1	..
Wilson Products	5	5	2	3
Swift's Ham & Bacon	5	5	1	3	..	1
Cudahy's Products	5	5
Sub-total	39	34	1	..	4	16	17	5	1
Percentage	100.0	87.2	2.6	..	10.2	41.0	43.6	12.8	2.6

(Continued on page 82)

HUSTLE WITHOUT BUSTLE

We're hustlers when the occasion demands but we don't make any noise about it. Our service is as cheerful and quiet as it is speedy.

Roy Steffen
Karl Eitel
Emil Eitel



BISMARCK
HOTEL-CHICAGO
RANDOLPH AND LA SALLE



For the best
VACATION
You Ever Had

Nowhere else will you find such facilities for sport and recreation. Located in the heart of this great city, one block from Lake Michigan, you will enjoy swimming at the fine sandy beaches. Lincoln Park, one of the true beauty spots of the world, is just a few blocks north of the Knickerbocker. Here, golf courses, tennis courts, and bridle paths will delight even the most professional sportsman. • For a gay vacation, come to Chicago; make your headquarters at this modern and very newest Chicago hotel.



ALLAN G. HURST
Manager

CHICAGO'S
HOTEL
KNICKERBOCKER

The Most Effective Displays of the Year

(Continuation of table on page 81)

2. GROCERY STORES (218 Personal Interviews)—Continued

	No. Who Mention Each Product	OFFERED BY				INSTALLED BY			
		Mfr's Salesman	Mail	Newspapers or Radio	Other	Dealer or Employee	Mfr's Salesman	Installation Service	Other
BREAD, CRACKERS, ETC.									
National Biscuit Products	10	4	1	..	5	8	2
Sunshine Crackers	8	6	1	..	1	2	2	4	..
Taystee Bread	7	7	4	1	2	..
Sub-total	25	17	2	..	6	14	5	6	..
Percentage	100.0	68.0	8.0	..	24.0	56.0	20.0	24.0	..
CIGARETTES									
Chesterfield	8	8	1	5	2	..
Camel	5	4	1	..	1	4	..
Sub-total	13	12	1	1	6	6	..
Percentage	100.0	92.3	7.7	7.7	46.2	46.2	..
SUNDRIES									
Morton's Salt	14	9	3	..	2	10	4
Crosse & Blackwell	12	2	10	12
Gold Medal	11	9	1	..	1	9	1	1	..
Sunkist Oranges	9	6	1	..	2	7	1	1	..
Spry	8	7	1	8
Beechmont Products	8	4	..	1	3	6	2
Scott Tissue	7	3	1	..	3	7
Crisco	7	5	2	7
White Swan Products	6	4	2	4	2
Richelieu	5	4	1	4	1
White Rose Products	5	..	1	..	4	5
Jack Frost Sugar	5	4	1	5
Sub-total	97	57	7	1	32	84	11	2	..
Percentage	100.0	58.8	7.2	1.0	33.0	86.6	11.3	2.1	..
ALL OTHER PRODUCTS	400	277	23	4	96	252	106	36	8
Percentage	100.0	69.2	5.8	1.0	24.0	63.0	26.5	9.0	1.5
TOTAL ALL PRODUCTS	903	639	55	8	201	585	234	78	8
Percentage	100.0	70.8	6.1	.9	22.2	64.8	25.9	8.4	.9

3. HARDWARE & HOUSE FURNISHING STORES (122 Personal Interviews)

PAINTS, WAX									
Johnson's Wax	28	16	10	..	2	24	4
Sherwin-Williams Paints	9	5	1	9	1
Old English Wax	6	3	3	..	3	3	1	1	1
Devco Paints	5	5	5
Benj. Moore Paints	4	3	1	3	..	1	..
Stewart's Paints	3	2	1	2	..	1	..
Sub-total	55	34	15	..	6	45	6	3	1
Percentage	100.0	61.8	27.3	..	10.9	81.8	10.9	5.5	1.8
HOUSEHOLD APPLIANCES									
Mazda Lamps	14	6	2	1	5	13	..	1	..
General Electric Products	12	7	4	..	1	11	..	1	..
General Electric Lamps	9	6	2	..	1	8	1
Westinghouse Lamps	7	5	2	7
Electric Appliances	3	1	3	2	1
Bendix	3	1	2	3
Sub-total	48	25	8	1	14	44	1	2	1
Percentage	100.0	52.1	16.7	2.1	29.1	91.6	2.1	4.2	2.1
COOKING UTENSILS									
Pyrex	16	4	3	..	9	14	..	1	1
Wearever Aluminum	10	4	2	..	4	9	..	1	..
Silex	6	2	1	..	3	6
Sub-total	32	10	6	..	16	29	..	2	1
Percentage	100.0	31.2	18.8	..	50.0	90.6	..	6.3	3.1
TOOLS									
Stanley	16	6	5	..	5	15	1
Price Temper Tools	4	1	1	..	2	4
Tru-Temper Tools	4	1	1	..	2	4
Union Tools	3	2	1	3
Sub-total	27	10	7	..	10	26	1
Percentage	100.0	37.0	26.0	..	37.0	96.3	3.7
SUNDRIES									
Eveready Flashlights	28	16	5	..	7	19	5	3	1
Vigoro	20	10	7	..	3	18	1	1	..
Soilax	16	6	8	..	2	16
Remington Arms	5	2	2	..	1	4	1
Yale Locks	5	4	1	4	1
Wheeling Galvanized Ware	5	2	3	5
Gulf Spray	4	3	1	2	1	1	..
Universal Products	3	1	1	..	1	2	..	1	..
Super-Mix	3	2	1	3
South Bend Tackle	3	1	1	..	1	3
R. C. A.	3	2	1	3
Rutland Patching Plaster	3	3	3
Pratt	3	1	2	3
Pittsburgh Plate Glass	3	2	1	2	..	1	..
Dupont Products	3	3	3
House Furnishings	3	1	2	3
Sub-total	110	59	33	..	18	93	9	7	1
Percentage	100.0	53.8	30.0	..	16.4	84.5	8.2	6.4	.9
ALL OTHER PRODUCTS	254	148	55	..	51	227	13	10	4
Percentage	100.0	58.2	21.7	..	20.1	89.4	5.1	3.9	1.6
TOTAL—ALL PRODUCTS	526	286	124	1	115	464	30	24	8
Percentage	100.0	54.3	23.6	.2	21.9	88.2	5.7	4.6	1.5

PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order.
Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS. \$2,500 to \$25,000. This thoroughly organized advertising service of 30 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N.Y.

EXECUTIVE POSITIONS—The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first-stage negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contract agreement. Identity held in scrupulous confidence. Inquiries invited from those whose qualifications can meet exacting requirements. **THE EXECUTIVE BUREAU**, 700 Plymouth Building, Minneapolis, Minnesota, or 821 Commerce Building, Rochester, N. Y.

EXECUTIVES \$2,400—\$25,000—This reliable service, established 1927, conducts confidential negotiations for high grade men who either seek a change, or the opportunity of considering one, under conditions assuring, if employed, full protection to present position. Send name and address only for details. **JIRA THAYER JENNINGS, DEPT. A**, 9 CENTER STREET, NEW HAVEN, CONN.

EXECUTIVES! HIGHLY QUALIFIED MEN! This competent, personnel advertising service conducts position-securing campaigns involving confidential, nation-wide negotiations with reputable employers. Identity covered, and if employed, position protected. Write

HARRY F. JEPSON & ASSOCIATES
LAND BANK BLDG., KANSAS CITY, MO.

HELP WANTED

NATIONAL MOTION PICTURE COMPANY has opening for aggressive salesmen in Atlanta, Dallas, Chicago, New York and Los Angeles offices. Sell to motion picture exhibitors feature productions only. Good opportunity for men willing to work. Must have automobile. Commission basis. Address Box 737, **SALES MANAGEMENT**, 420 Lexington Avenue, N. Y. C.

WANTED: ASSISTANT GENERAL SALES manager, man between thirty and forty, of vigorous physique and intelligence, with successful experience in food distribution with the wholesale grocery trade, who can train and direct salesmen, contact key accounts, plan sales campaigns, and produce volume. Excellent opportunity—with large Southern industry. Give complete information in first letter. Box 740, **SALES MANAGEMENT**, 420 Lexington Ave., N. Y. C.

LINES WANTED

IS IT WORTH \$1.00 MONTHLY TO HAVE your name kept before all the important manufacturers of the lines you desire? Service is open to salesmen with excellent references only. Many lines available now. Free service to manufacturers. Box 731 **SALES MANAGEMENT**, 420 Lexington Avenue, N. Y. C.

MANUFACTURERS' AGENT HEADQUARTERS in Atlanta wants several non-conflicting lines to offer direct to consumers in Atlanta and surrounding territory. Intelligent and aggressive representation assured. References upon request. Address P. O. Box 334, Atlanta, Georgia.

LINES WANTED—Continued

The FOLLOWING SALESMEN AND/OR sales organizations have filed with **SALES MANAGEMENT** bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and **SALES MANAGEMENT** cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: **READERS SERVICE DEPT.**, 420 Lexington Ave., New York City, N. Y.

Ag-97: Territory: Ill., hdqrs., Chicago. Wants exclusive representation of meritorious product in Chicago and entire state of Ill.

Ag-98: Territory: Northeastern O., hdqrs., Akron. Wants beauty shop specialties; raw materials or machinery supplies used in manufacture of rubber products.

Ag-99: Territory: Metropolitan N. Y., hdqrs., New York City. Wants builders' hardware, tools selling to jobbers and dealers.

Ag-100: Territory: Madison, Milwaukee, southern Wis., Chicago & Ill., northern Ind., river towns in Ia., hdqrs., Chicago. Wants products selling to automotive, electrical jobbers; mill suppliers; hardware, airconditioning, refrigeration wholesalers.

Ag-101: Territory: Cal., hdqrs., San Francisco. Wants equipment selling to electric, gas, water, oil utilities, & municipal, state, & national buying agencies.

Ag-102: Territory: L. A. & territory, hdqrs., L. A., Cal. Wants products selling to doctors, dentists, hospitals, etc.

Ag-103: Territory: Ky., Tenn., hdqrs., Knoxville. Wants any meritorious service or product.

Ag-104: Territory: Pacific N.W., hdqrs., Spokane. Wants lines selling to hardware, electrical, furniture trades; dept. stores.

Ag-105: Territory: Ind., Ky., southwestern W. Va., southwestern O., hdqrs., Cincinnati. Wants lines selling to electrical, hardware, automotive & mill supply jobbers.

Ag-106: Territory: N. Y. metropolitan area & surrounding territory; hdqrs., N. Y. City. Wants radio, sporting goods, electrical appliances, photographic supplies selling to retailers, wholesalers & manufacturers.

Ag-107: Territory: Canada, hdqrs., Toronto, Ont. Wants drugs, sundries, office equipment.

Ag-108: Territory: N. Y., Ohio, W. Va., western Pa., Ky. Wants line selling to jobbers and dealers. Commission basis satisfactory.

Ag-109: Territory: La., Tex., hdqrs., Dallas. Wants electrical item or lighting fixtures selling to electrical, hardware and appliance jobbers.

Ag-110: Territory: Tex., La., Ark., Okla. Wants two lines for dry goods and dept. store distribution.

Ag-111: Territory: National, hdqrs., N. Y. City. Wants meritorious mds. or a service offering profitable opportunity selling through mail.

Ag-112: Territory: Eastern states, south east, or national. Wants sidelines or sustaining lines or items for drug, dept., chain, or novelty store trade.

Ag-113: Territory: Virginia, hdqrs., Richmond. Wants fishing tackle and sporting goods; business service or business system lines.

Ag-114: Territory: Southern states south of Ohio River and east of Mississippi to Atlantic Coast Headquarters: Cincinnati. Want good line of dresses, work clothes and boy's pants for general retail trade, department stores and jobbers.

Ag-115: Territory: Georgia. Several consumer lines for direct selling. See ad at head of column.

Ag-116: Territory: Metropolitan N. Y., hdqrs., N. Y. City. Wants repeat item for industrial users and mfgs.; office supplies or miscellaneous items.

Ag-117: Territory: Western N. Y., Western Pa., hdqrs., Buffalo. Wants chemicals, raw materials, new chemical specialties and synthetics selling to industrial and jobbing trade.

PHOTO POST CARDS

PHOTO POST CARDS
Newest, most economical method of displaying any product. Samples and prices on request. Graphic Arts, Hamilton, Ohio.

MAILING LISTS

SPECIAL MAILING LISTS, CHEMISTS, ACCOUNTANTS, Credit Managers, Sales Managers, Traffic Managers, Export Managers, Purchasing Agents, Officials of Corporations, High Salaried Executives. Write **RESULTS ADVERTISING CO., MAILING LIST COMPILERS**, 709 Pine Street, St. Louis, Mo.

POSITIONS WANTED

SALES EXECUTIVE

Fifteen Years Experience includes all Sales Departments from "Doorbell Ringer" to General Sales Manager for a National organization and Presidency of a Sales Consultant firm. Thorough knowledge of sales management, keen analyst, organizer and administrator—can really handle a tough job. Married, age 35. University trained, aggressive. Box 741, **SALES MANAGEMENT**, 420 Lexington Avenue, N. Y. C.

THOROUGHLY EXPERIENCED ADVERTISING man, 28 years old, now in charge of Advertising for internationally known firm. Producer of outstanding direct mail—publication advertising—house organs—sales promotion—etc. Formerly Agency Copy Writer and Production Manager. Eager for greater opportunity with Agency or Manufacturer. Let me show you samples of my work. Address Box 718, **SALES MANAGEMENT**, 420 Lexington Ave., N. Y. C.

IN PRINT OR IN PERSON, THIS MAN can sell. Young, energetic, creative executive with nine years successful selling, advertising, sales promotion, publicity experience. College graduate, agency trained. Locate anywhere. Salary \$1,000. Box 739, **SALES MANAGEMENT**, 420 Lexington Ave., N. Y. C.

THE FOLLOWING MANUFACTURERS HAVE filed with **SALES MANAGEMENT** bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and **SALES MANAGEMENT** cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: **READERS SERVICE DEPT.**, 420 Lexington Ave., New York City, N. Y.

Mf-53: Product: Sideline for salesmen calling on retail drug and chain store trade. Territory open: National.

Mf-54: Product: Industrial specialties, established and repeating business. Territory open: U. S. and Canada.

Mf-55: Product: Paints, varnishes & specialties for jobbers, dealers, institutions & maintenance trade. Territory open: Eastern & Central states.

Mf-56: Product: New low-priced dress & Women's sportswear display form selling direct to variety dept., & women's apparel stores. Territory open: National.

Mf-57: Product: New product for representative with bakery & restaurant following. Territory open: National.

Mf-58: Product: Drafting specialties & equipment selling to art supply houses, engineering depts., architects & schools. Territory open: National.

Mf-59: Product: Specialty product for home selling direct to consumer. Territory open: National.

Mf-60: Product: Automotive liquid cleaner that polishes & maintains silver surface; sold to fleet owners, service stations & garages. Territory open: National.

Mf-61: Product: Drug sundry now sold by most chains to sell in drug, dept. stores & chains. Territory: Cal., Ore., Wash.

Mf-62: Product: New Principle stuffing box packing for industrials, power plants, equipment manufacturers. Territory open: National.

Mf-63: Product: Ribbons and complete line of utility and decorative package tyings (store use only) for dept. stores, florists, candy, gift and specialty shops and all types of progressive retail stores. Territory open: National.

Mf-64: Product: Electric controls for gas water heaters for old and new homes, builders, plumbing, heating and electrical contractors. Territory open: National.

Mf-65: Product: Paint brushes as sideline for salesmen calling on retail hardware and paint stores. Territory open: National.

COMMENT

BY RAY BILL



MORE ABOUT PROFITS: Pamphlet No. 23 is a digest of the study, "Productivity, Wages, and National Income" by Spurgeon Bell, published by the Brookings Institution, and financed under a grant by the Maurice and Laura Falk Foundation. The study aims to determine the extent to which man-hour productivity has increased in the last 20 years and also to ascertain how the resulting gains have been divided among labor, capital, and the general public.

The study itself is broken down under (1) manufacturing; (2) minerals; (3) railroads; (4) electric light and power. Two periods are compared, 1923-24 to 1928-29 and 1928-29 to 1936-37, these periods being representative of two decades in which economic conditions varied considerably.

The study found that there was a large increase in productivity (production per man-hour) in each of the four industrial divisions, but that production (total quantity) did not increase as much as productivity and, consequently, employment declined.

Labor on the whole, did not gain in the way of higher wages. While wage-earners attained progressively higher rates of pay, weekly wages in the combined four industrial divisions declined—in consequence of the progressive shortening of the work week. Hourly earnings increased by 11% while weekly wages as a whole decreased 10%. Labor's chief gain, therefore, appears to have been in the form of added leisure time.

With respect to gains to capital, the earnings on capital investment declined over the period as a whole, the combined decline representing a decrease of 7.7%. The rate of return on capital (including interest, rent, dividends, and undistributed profits) decreased from approximately 6.4% in 1923-24 to about 5.6% in 1936-37. The increase in productivity therefore did not increase the gains to capital although without marked improvement in productivity the decline in such gains might well have been much greater.

However, when it comes to the heading, "Gains to Consumers," we see that consumers realized very important gains in terms of real goods and services. Consumer savings in connection with manufactured commodities were at the rate of 5,055 million dollars annually; with railroads,

556 millions; with electric current, 463 millions. It should be borne in mind that wage and salaried employes and also contributors to capital shared in these gains in their capacity as consumers. But the conclusion seems fully justified that the consuming public derived the principal benefit from the increase in productivity. The gain to capital was negative in character, and the money earnings of employed labor declined slightly.

At the present time, much argument ensues as to whether better results might have been obtained if the benefits from increasing productivity were (1) passed on exclusively to labor in the form of higher money wages; (2) passed on to capital exclusively in the form of higher earnings; (3) passed on exclusively to the public in the form of lower prices. In this connection the Brookings pamphlet says, "This analysis suggests that the distribution of savings from increasing productivity to consumers in the form of lower prices may be more desirable than their distribution directly either to employed labor or to capital."

Our own study of this report leads us to conclude that the benefits of increasing productivity are in no small degree tied up with ways and means of making increased productivity reflect itself in increased production. Chief among such means are (1) progressively lower prices to the consumer; (2) progressively enlarged sales and distribution effort.

We suspect that the principal reason why production volume has not kept pace in the past decade with increasing productivity lies in the decrease which the last decade witnessed in the total expenditures for sales and advertising. So we suggest that the ideal theory of economic progress lies in a sound allocation of the benefits of increasing productivity to (1) labor in wages; (2) lower prices for the consumer; (3) enlarged appropriations for sales and advertising and (4) improved earnings for capital. The determination of the proper formula for allocation requires much further research and analysis. Meanwhile it seems in order to question any tendency toward too much allocation to any one of these phases, and to argue for positive inclusion in a distinct sphere of its own, the plowing of a portion of the benefits of increasing productivity into added sales and advertising effort.

It's the **LIFE**
they lead...

SUBURBAN

... PEOPLE WHO LIVE
LIKE THIS ARE SUBURBAN
WHEREVER YOU FIND THEM



Home of Subscriber Dr. and Mrs. J. A. Finley, 503 Sedgwick Dr., Syracuse, N.Y.



Home of Subscriber Mr. and Mrs. M. A. McNulty, 216 Vernon Ave., Glencoe, Ill.



Home of Subscriber Mr. and Mrs. Herbert Moore, Pike & Highland, Cynthiana, Ky.



BUILDING A PLAYHOUSE is child's play to Mr. Suburbanite... especially when he's equipped with a simple "how-to" plan by Better Homes & Gardens.

Nature's antidote to city-canyons is pretty simple: *Do it yourself* with hammer and saw; trowel and rake; seeds and sunshine! When two-by-fours are the only figures on Father's mind; when the ticker tape gives way to slide rule; when dollars yield to dahlias... there's hope and health and happiness!

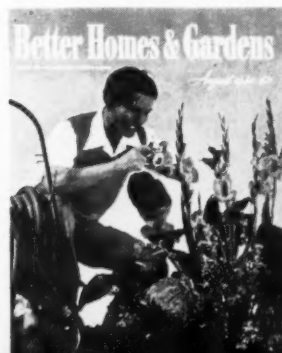
What's more, the endless stream of reader-service material that flows out of Better Homes & Gardens each year *proves* that people who do this sort of thing are not bound by geography. You find them *everywhere*: in the big towns and the small towns and

in-between. But this they have in common: They are *suburban-at-heart*. Check their standards of living; their philosophy of living; the things that count most in their lives. Search for a single word to sum them up and you'd say SUBURBAN!

And this, too, you would find: A sustained interest and faith in the pages of Better Homes & Gardens. A feeling that this, of all the magazines in America, is *their* book. Because it mirrors the life *they* lead!

It is simple deduction, therefore, to say that this must be *your* book, too... whether you sell lumber or linen or lawn mowers. For here, in one package, is America's Biggest Suburban Home Market! Meredith Publishing Company, Des Moines.

It's the **BOOK**
they read...



BETTER HOMES & GARDENS

MORE THAN 2,000,000 FAMILIES
AMERICA'S BIGGEST HOME MARKET

"WHEN WOULD THE SECOND PAYMENT BE DUE?"



Which of the responses at the right would you advise your salesmen to use in answering the above question asked at an advanced stage of the interview by a prospect who has not yet indicated a decision to buy?

- a. "It depends on when you buy."
- b. "You mean if you buy today?"
- c. "A month from date of purchase."
- d. "Thirty days from today."
- e. "When would you want it installed?"

DO you see to it that your salesmen take maximum advantage of the selling opportunities which their prospects *open up to them*? And do you require as much of your advertising?

Every day of the week, Chicago's best prospects for advertised merchandise give you an opportunity to address them in circumstances ideal for selling.

These are the metropolitan Chicagoans who, every day of the week, buy more than 730,000* copies of the Chicago Tribune in order to get the news of the day, entertainment and *buying ideas*.

When you advertise in the Tribune, you address Chicago's largest constant audience — an audience

which is *accustomed to buy in larger volume* than when addressed thru any other medium in this market.

This is a fact demonstrated by the advertising practice of Chicago retailers who, as a group, place a larger share of their advertising budgets in the Tribune than they

place in any two other Chicago newspapers combined.

For greater sales and faster turnover in Chicago . . . no matter what you sell or to whom you sell . . . build your advertising program around the Tribune. Rates per 100,000 circulation are among the lowest in America.

CHICAGO TRIBUNE

The world's greatest newspaper

*Total net paid circulation now in excess of 1,000,000 every day of the week

